

2016-2021 DRAFT INTEGRATED DEVELOPMENT PLAN *2016/17 IDP 1ST EDITION*



THABAZIMBI LOCAL MUNICIPALITY
“Working together for Prosperity”

“To be the leading municipality offering quality services in the most Economic, Affordable, Equitable and Sustainable manner”



**THIS IS A COPY OF THE DRAFT INTEGRATED DEVELOPMENT PLAN FOR 2016/17
APPROVED BY COUNCIL ON THE 31 MARCH 2016**

Mayor, Cllr PA Mosito

Administrator, JL Thubakgale

“To be the leading municipality offering quality services in the most Economic, Affordable, Equitable and Sustainable manner”

MUNICIPAL SPEAKER



Chairperson of Council and custodian of rules and code of ethics

For

Councillors

“To be the leading municipality offering quality services in the most Economic, Affordable, Equitable and Sustainable manner”

Speaker, Cllr SG Matsietsa



Mayor, Cllr PA



Speaker, Cllr SG Matsietsa

ELECTED COUNCILLORS 2011- 2016



Cllr T Mkansi



Cllr ME Semadi



Cllr LH Joubert



Cllr SA Khumalo



Cllr T Molefe



Cllr JM Fischer



Cllr ML Sikhwari



Cllr Z Mboqo



Cllr SI Manala



Cllr AR Ramogale



Cllr KR Mokwena



Cllr M Moselane



Cllr PA Scruton



Cllr DA Moatshe



Cllr MD Tlhabadira



Cllr CS Sikwane



Cllr P Strydom



Cllr F Loots



Cllr PG de Bruijn



Cllr SG J



Cllr PN M

FOREWORD BY THE MAYOR



The IDP document remains the basic planning instrument available not only for the implementation of the municipal strategic objectives but critically it forms the basis for intergovernmental coordination and programme implementation. It is necessary that on an on-going basis our people and institutions of democratic local governance continue to review and improve this plan in order to ensure that over and over the period of its implementation, we continue to improve the critical performance as we mark the critical milestones that we have aimed to achieve during relevant period as a direct result of cooperative governance and democratic community participation. We can mention in the context that the application of the IDP document in the preceding financial year has seen marked improvements in various community infrastructure and programme implementation processes that we have rolled-out as a municipality. We are proud in that respect to report that our communities continue to benefit immensely from the implementation of the various projects and programmes as outlined in our annual report for the relevant period. But it has to be emphasized that the biggest benefit of our communities has been the knowledge that the implemented initiatives have come about as direct result of their participation and contribution. We concede however that not all of the aspirations that were outlined in the previous IDP document have been implemented.

According to this 2016/17 Draft IDP embodies by and large most of the ongoing programmes and projects that are carried-over from the previous document. We are particularly emboldened in our drive by the fact that most of the community aspirations that are reflected in the document were also addressed in our election manifesto. This makes it even more relevant to the goals that we seek to advance as a local authority in a nutshell this IDP document embodies our resolute commitment to the development mandate that our people have entrusted upon us. We are encouraged by the support that we are noticing from sector partners especially the mines, Cogesta, Office of the Premier, our stakeholders around our municipality and many other sector formations who remain critical players in the attainment of the goals that we have set-out to achieve through this document. It is in the main the cooperation and support of our sector partners and communities that continue to encourage us to work with added speed to ensure that everything necessary is done to secure the attainment of the goals that we have been mandated to achieve.

Allow my humble self to convey a word of gratitude to our committed Councillors, Managers, subordinates and the employees in general who, even during these trying times of municipal financial challenges managed to bring the institution to a state it is in now.

Cllr P.A Mosito

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Mayor

EXECUTIVE SUMMARY

In terms of the section 34 of the Local Government: Municipality systems Act, 2000 (Act of 32 of 2000) each municipality **is** required to review its Integrated Development Plan (IDP) annually to assess its performance against measurable targets and to respond to the demands of changing circumstances within its communities.

Both the Thabazimbi Local Municipality's reviewed IDP and Budget for 2016/17 are the products of extensive processes of internal and external consultation and public participation. When council adopts both documents, the challenge will be for management to translate them into effective service delivery. The final 2016/17 reviewed IDP will not be a master plan but rather an enabling framework that guides our actions and our equitable allocation of resources as a developmental Local Government. This document will further provide a platform to actively engage with our stakeholders and the community to refine thinking and strategies, both through discussion.

I would like to thank all the officials, Councillors, the office of the Premier, Coghsta and Department of Water affairs and Sanitation for their involvement in preparing this Reviewed IDP document through the Strategic Planning Session and Rep Forum of the municipality.

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BRIEF DESCRIPTION OF THE COAT OF ARMS



Description of the elements of the Coat of Arms for Thabazimbi Local Municipality:	Description of the colours of the Coat of Arms of Thabazimbi Municipality:
<ul style="list-style-type: none"> • The Sun: Symbolizes a brighter future for the municipality. • The Density (horizontal w shape): This shape represents the mountain ranges that create the spectacular scenic beauty that characterizes the plains of Thabazimbi and the Greater Waterberg area. It is also related to the name of the municipality, "Thaba" meaning mountain while "Zimbi" means iron. • The Hut: Symbolizes the need for unity and encourages all 	<p>Red: The rich soil upon which our livelihood depends that must be sustainable exploited for future generations.</p> <p>Blue: Represents the ever important dependence on the water elements we find in the Crocodile River, streams and underground water resources.</p> <p>Yellow: Symbolizes a break with the past, beckoning a brighter,</p>

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people regardless of race, colour and creed to feel that the town is their home. The Hut also represents the cultural and traditional life of the people of Thabazimbi

- **Symbol for Iron**: Representing the mining activities in Thabazimbi which are one of the major economic mainstays of the town.
- **The Leopard**: As one of the Big Five animals that's found in Thabazimbi. The leopard is a strong animal. It's represents the collective strength and resolve of the people of Thabazimbi to build a prosperous town for all.
- **The Steel Wheel**: Represents the strong agricultural pillar within the broader economic sector of Thabazimbi.
- **The Cycad**: A unique species found in Marakele National Park and surrounds that represents the booming tourism industry from which all the people in Thabazimbi should benefit.
- **The Leaves**: Symbolizes the natural environment and scenic beauty of the area.

prosperous future for Thabazimbi and all who live in it.

Green: Represents the natural environment.

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CHAPTER 1: EXECUTIVE SUMMARY

1.1. INTRODUCTION

This document serves as the Integrated Development Plan (IDP) of the Thabazimbi Local Municipality for the 2015/16 financial year, and it highlights developmental issues and matters in the municipal area which should be addressed during the next five years.

The IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality ;aligns the resources and capacity of the municipality with the implementation of the plan;
- (b) forms the policy framework and general basis on which annual budgets must be based;
- (c) complies with the provisions of this Chapter; and
- (d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

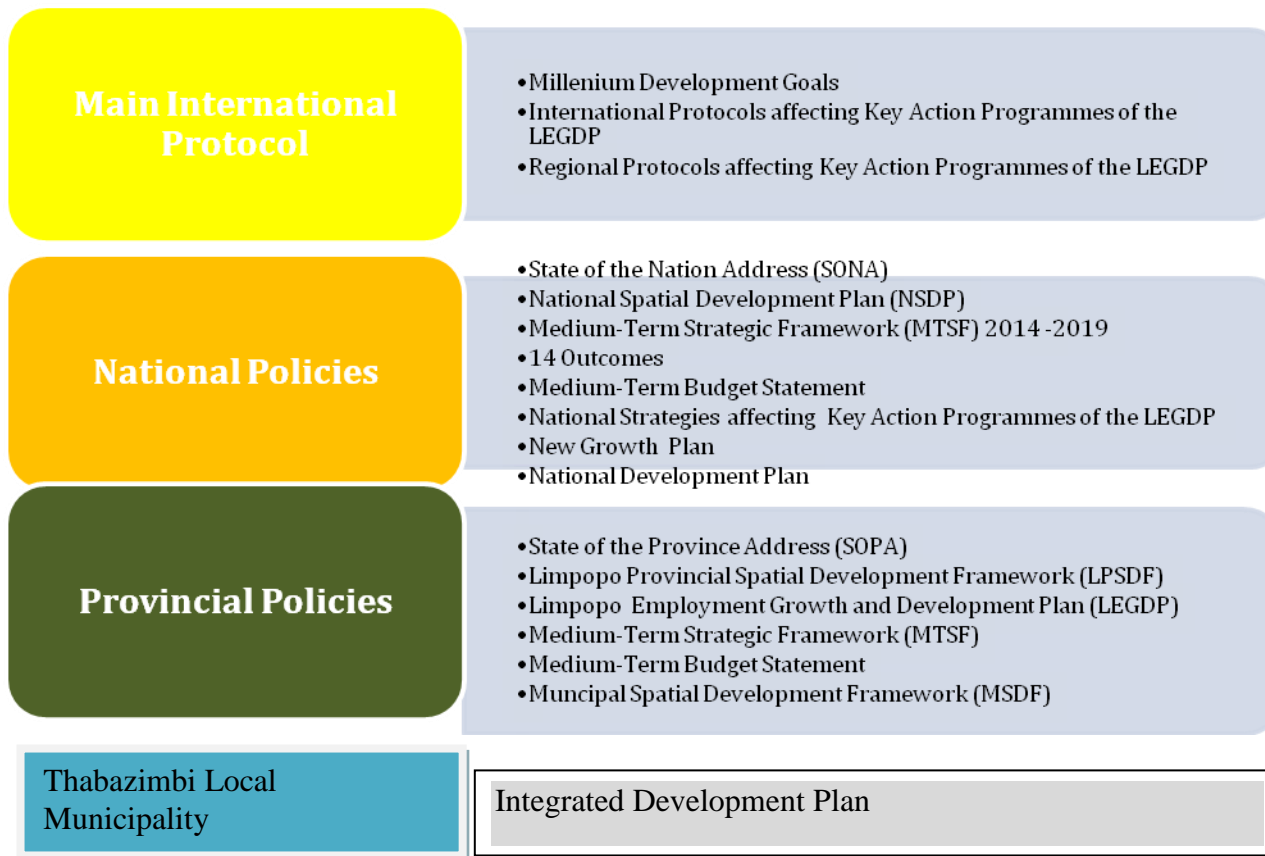
As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality-

- (b) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (c) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (d) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law”.

Integrated Development Planning is a cooperative and continuous process that is undertaken by the Municipality and leads to the adoption of the Integrated Development Plan (IDP) and its annual revision based on new data and changing circumstances. The Municipality’s IDP is concerned

with allocation of public resources in the most effective and efficient way so as to provide a framework for community, economic, and environmentally sustainable development at the Local level

1.2 LEGISLATIVE REQUIREMENT



The above Policies, Protocols and Legislation inform the drafting of the IDP:

A Preparation of the IDP is regulated in the Municipal System Act, 2000. It requires adoption of an: IDP Review Framework (Coordination Tool) and

IDP Process plan (Management Tool) . The mandate of local government is found in *Section 152 of the Constitution*, which include, ensuring the provision of services to communities, promoting social and economic development and encouraging the involvement community organizations in the matters of local government. Other legislative requirements e.g. MFMA, MPRA, etc.

1.2.1 LOCAL GOVERNMENT SPHERE

Development planning in the Local Sphere is conducted through the Integrated Development Planning instrument. Each Municipality in terms of the Municipal Systems Act (2000) is responsible for:

- Formulating
- Adopting and
- Implementing the Integrated Development Plan (IDP).

The Mayor is to drive the IDP process and has to be adopted by the Municipal Council. Community participation and involvement is central to IDPs. Community/Ward based planning can be a useful way for making more structured inputs in the IDP process and for organising community needs into account together with wider strategic issues incorporating Provincial and National priorities and strategies.

The IDP should reflect the best possible development decisions and trade-offs that focus on viability of Economic, Social, Environmental, Financial and Institutional Sustainability. These legal requirements correspond perfectly to the requirements of modern municipal management, i.e. all role-players in a municipality need a joint vision as a common ground which provides guidance to everybody - the municipal governing bodies as well as the residents - and which gives direction beyond the council's term of office.

1.2.2 PROVINCIAL GOVERNMENT

Integrated Development Planning occurs through the Limpopo Employment Growth and Development Plan (LEGDP) that are driven by the Premier's office and adopted by the Provincial Legislature. The LEGDP should have effect over the entire Province and therefore needs to be completed in consultation with Municipalities and key Provincial stakeholders.

1.2.3. NATIONAL GOVERNMENT SPHERE

Development Planning at National level occurs through the Medium Term Strategic Framework (MTSF). The MTSF is prepared by the Presidency and approved by the National Cabinet. Like the LEGDP, the MTSF currently does not have a legal status. The influencing nature of the MTSF over the National budget is still limited. This will improve as the inter-sectoral, geographical and people-centred focus of the MTSF is deepened, and as institutional preparedness issues are addressed. The NDP is a vision 2030 and represents the strategic framework within which the planning needs to take place.

Overall, IDP is a plan that the community contributes towards by giving their developmental and service delivery needs. Once this has been achieved, the needs are prioritised in an integrated manner by determining the activities and operational plans and guide the allocation of resources over a five-year period.

1.2.4. CONSTITUTIONAL MANDATE

Chapter 7 of the constitution

Status of municipalities

- 151 (1) The local sphere of government consist of municipalities, which must be established for the whole territory of the republic.
- (2) The executive and legislative authority of a municipality is vested in its municipal council
 - (3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the constitution;

Objectives of local government

- 152 (1) The objectives of local government are-
- (a) To provide democratic and accountable government for local communities;
 - (b) To ensure the provision of service to communities in a sustainable manner;
 - (c) To promote social and economic development;
 - (d) To promote a safe and healthy environment; and
 - (e) To encourage the involvement of communities and community organizations in matters of local government

Establishment of municipalities

Section 155 provides for three categories of municipalities:

- (a) Category A- Is a municipality that has exclusive municipal executive and legislative authority in its area;
- (b) Category B- Is a municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls (Thabazimbi Local Municipality is classified within this category);
- (c) Category C- Is a municipality that has municipal executive and legislative authority in an area that includes more than one municipality- (Waterberg District Municipality fall within this category)

1.3 THE 2016/7 IDP PROCESS

- The process started in July 2015 through the development of the Process Plan for 2016/17 which was adopted by Council on the 28 September 2015
- 1st Steering Committee meeting was held on 28th September 2015 at Thaba Park Sports Ground.
- 1st Rep Forum was held on the 29th September 2015 at Thaba Park Sports Ground.
- The 1st round of Public Participation started on the 11th November – 26 November 2015.
- 2nd Steering Committee on the 10 November 2015.
- 2nd Rep Forum on the 26 November 2015.
- Stakeholder workshop on Analysis Phase was held on the 19 January 2016 at Amandelbult Mine.

1. ACTION PLAN: TIME FRAME AND RESOURCES/FOR ALL THE PHASES



Thabazimbi Municipality



Waterberg District Municipality



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TABLE 5 : FIRST QUARTER ACTION PLAN (JULY, AUGUST, SEPTEMBER 2016)

IDP	PHASE O: PREPARATION Planning Activities 0/1- 0/14	RES	KEY DEADLINE	JULY				AUGUST				SEPTEMBER			
				1	2	3	4	1	2	3	4	1	2	3	4
	0/1 Preparation of IDP/Budget/PMS Process Pan	Div. Head IDP, Div Head Budget and Treasury & Div Head PMS	1 st -4 th week July 15												
	0/2 TBZ 1 st & 2 nd Management Meeting	All Managers, All Divisional Heads, Chief Internal Auditor, PMS Co-ordinator, Communication Officer	1 st & 4 th week July 15												
	0/3 TBZ 1 st MPAC Meeting	MPAC Committee	2 nd week July 15												
	0/4 WDM 1 st IDP/PMS Management Committee Meeting on Draft Framework/Process plan	Div. Head IDP & WDM	1 st -4 th week July 15												
	0/5 TBZ 1 st EXCO Meeting	EXCO	4 th week July 15												

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	ACTIVITY	RES	KEY DEADLINE	JULY				AUGUST				SEPTEMBER			
PMS															
	SDBIP approves by the Mayor	Mayor, Div Head PMS	1 st week July 14												
	Prepare Performance Agreements of Managers	MM, Div Head PMS	4 th week July 14												
	Submission of fourth quarter report to Management team and to Performance Audit Committee	MM, Div Head PMS	1 st week Aug 14												
	WDM 1 st Monitoring and Evaluation meeting	Div. Head IDP, PMS & WDM	1 st week Aug 14												
	Consolidate the performance Chapter of Annual Report	MM, Div Head PMS	3 rd week Aug 14												
BGT	Commence planning for next three year budget, reviews of IDP and budget policies and consultation in accordance with budget process coordination role- review previous year's budget evaluation checklist, council delegations and budget time schedules of key deadlines.	Mayor	1 st week of July 14												
	Establish departmental budget committees to include portfolio councillors and officials and delegate tasks in accordance with delegations policies.	AO, MM	1 st week of July 14												
	Commence process to review delegations and all budget related policies including reviews of tariffs, rates, credit control and supply chain management and cash management/investment policies.	AO, MM	1 st week of July 14												

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	other municipal, provincial and national government sector and strategic plans														
	Ensure internal analyses of financial and non-financial performance over year are prepared, analyse gaps between actual and planned performance, assess impacts of plans. Determine financial position and assess financial capacity against future strategies.	AO, MM	4 th week of Aug 14												
	Conclude initial consultation and review, establish direction and policy, confirm priorities, identify other financial and non-financial budget parameters including government allocations to determine revenue envelope, and financial outlook to identify need to review fiscal strategies.	AO,MM	4 th week of Sept 14												
	Implement budget and IDP time schedule of key deadlines	AO, MM	4 th week of Sept 14												

Critical Notes: National and Provincial Departments prepare Adjustment Estimates - September 2015



Thabazimbi Municipality



Waterberg District Municipality



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OTP

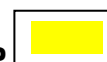


TABLE 6: SECOND QUARTER ACTION PLAN (OCTOBER, NOVEMBER, DECEMBER 2016)

IDP	PHASE 2: STRATEGY Planning Activities 2/1- 2/15	RES	KEY DEADLINE	OCTOBER				NOVEMBER				DECEMBER			
				1	2	3	4	1	2	3	4	1	2	3	4
	2/1 TBZ 4 th Management Meeting	All Managers, All Divisional Heads, Chief Internal Auditor, PMS Co-ordinator, Communication Officer	1 st & 4 th week Oct 15												
	2/2 WDM 2 nd IDP/PMS Management Committee Meeting	Div. Head IDP & WDM	2 nd week Oct 15												
	2/3 TBZ 4 th MPAC Meeting	MPAC Committee	2 nd week Oct 15												
	2/4 TBZ 2 nd IDP/Budget Steering Committee meeting on Analysis	All Managers, All Div. Heads, EXCO, PMT	4 th week Oct 15												
	2/5 Notice to the public of the Public Participation Programme	Div Head IDP	2 nd week Oct 15												
	2/6 TBZ 1 st Council Consultation Meeting on Public Participation	All Councillors, Ward Committees & CDWs	2 nd week Oct 15												

2/7 TBZ 1 st Round of Public Participation	All Wards, Councillors, Officials	3 rd - 4 th week Sep 15															
2/8TBZ 2 nd Rep Forum on Analysis & prioritization	Stakeholders	4 th week Oct 15															
2/9 TBZ 4 th EXCO Meeting	EXCO	4 th week Oct 15															
2/10 WDM 2 nd Rep Forum	Div. Head IDP, PMT, EXCO & WDM	1 st week Nov 15															
2/11 WDM 2 nd Monitoring & Evaluation meeting	Div. Head IDP, PMT, EXCO & WDM	2 nd week Nov 15															
2/12 2 nd Provincial IDP Consultative Session on Strategy Phase	Div Head IDP & All Managers	3 rd week Nov 15															
2/13 TBZ 5 th EXCO Meeting	EXCO	4 th week Nov 15															
2/14 3 rd Provincial Development Planning Forum- Strategy Phase	All Sec 57 Managers, WDM, Div. Head IDP	1 st week Dec 15															
2/15 TBZ 2 nd Council Meeting	Council	1 st week Dec 15															

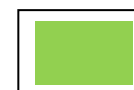
	ACTIVITY	RES	KEY DEADLINE	OCTOBER				NOVEMBER				DECEMBER			
PM S	Compile assessment of municipality's performance against performance objectives for revenue and votes: Quarterly assessment of IDP Implementation for 2014/15	MM, PMS Coordinator	2 nd week of Oct 14												
	1 st quarterly PMS Audit Report to MM and Audit Committee	Div Head PMS	3 rd week of Oct 14												
	Draft Annual Report	Div Head PMS, MM	1 st week of Nov 14												
	Council approve Annual Performance Report	MM, Div Head PMS	4 th week of Nov 14												
	Community input into 2015/16 Annual Report	MM, Div Head PMS	2 nd week of Dec 14												
BG T	Commence preparation of departmental operational plans and SDBIP aligned to strategic priorities in IDP and inputs from other stakeholders including government and bulk service providers and (NER)	AO,MM	1 st week of Oct 14												
	Conclude first budget draft & policies for initial council resolution	AO, MM	4 th week of Oct 14												
	Commence community and stakeholder consultation process, review inputs, financial models, assess impacts on tariffs and charges and consider funding decisions including borrowing. Adjust estimates based on plans and resources. Further council	AO,MM	1 st week of Nov 14												



Thabazimbi Municipality



Waterberg District Municipality



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TABLE 7: THIRD QUARTER ACTION PLAN (JANUARY, FEBRUARY, MARCH 2017)

IDP	PHASE 3: PROJECT Planning Activities 3/1- 3/18	RES	KEY DEADLINE	JANUARY				FEBRUARY				MARCH			
				1	2	3	4	1	2	3	4	1	2	3	4
	3/1 TBZ 6 th Management Meeting	All Managers, All Divisional Heads, Chief Internal Auditor, PMS Co-ordinator, Communication Officer	4 th week Jan 16												
	3/2 TBZ Strategic Planning Session	EXCO, Officials, Stakeholders	4 th week Jan 16												
	3/3 TBZ 6 th MPAC Meeting	MPAC Committee	2 nd week Jan 16												
	3/4 WDM Strategic Planning Forum	WDM, TBZ Managers, EXCO, Div. Head IDP, Stakeholders	4 th week Feb 16												
	3/5 WDM 3 rd Monitoring & Evaluation meeting	Div. Head IDP, PMT, EXCO & WDM	3 rd week Jan 16												
	3/6 TBZ 6 th EXCO Meeting	EXCO	4 th week Jan 16												
	3/7 WDM 3 rd IDP/PMS Management Committee	Div. Head IDP & WDM	2 nd week Mar 16												

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	Tabling of Draft 2015/16 IDP/Budget to Council	MM, Div Head IDP,CFO	3 rd week of March 15															
	Consider impact of National Treasury 2015/16 Budget Circular on the Tabled 2015/16 Budget	CFO	4 th week of March 15															



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TABLE 8 : FOURTH QUARTER ACTION PLAN (APRIL, MAY, JUNE 2017)

IDP	PHASE 4 : INTEGRATION Planning Activities 4/1- 4/7	RES	KEY DEADLINE	APRIL				MAY				JUNE			
				1	2	3	4	1	2	3	4	1	2	3	4
	4/1 TBZ 9 th Management Meeting	All Managers, All Divisional Heads, Chief Internal Auditor, PMS Co-ordinator, Communication Officer	4 th week Apr 16												
	4/2 TBZ 8 th MPAC Meeting	MPAC Committee	2 nd week Apr 16												
	4/3TBZ 4 th IDP/Budget Steering Committee meeting on Analysis	All Managers, All Div. Heads, EXCO, PMT	2 nd week April 16												
	4/4 Notice to the public of the	Div Head IDP	2 nd week April												

Public Participation Programme		16													
4/5 TBZ 2 nd Council Consultation Meeting on Public Participation	All Councillors, Ward Committees & CDWs	2 nd week April 16													
4/6 TBZ 2 nd Round of Public Participation	All Wards, Councillors, Officials	2 nd —4 th week April 2016													
4/7 Public comments invited for the Draft IDP/Budget for 21 days	Div. Head IDP & MM	1 st -4 th week April 16													
PHASE 5: APPROVAL Planning Activities 5/1-5/11	RES	KEY DEADLINE	1	2	3	4	1	2	3	4	1	2	3	4	
5/1 TBZ 10 th EXCO Meeting	EXCO	4 th week April 16													
5/2 TBZ 4 th Rep Forum on the final IDP and Budget documents for 2016/17	Stakeholders	3 rd week May 16													
5/3 WDM 4 th Rep Forum	Div. Head IDP, PMT, EXCO & WDM	4 th week May 16													
5/4 TBZ 4 th Council Meeting on Approval and adoption of Final IDP 2016/17	Council	4 th week May 16													
5/5 WDM 4 th IDP/PMS Management Committee Meeting	Div. Head IDP & WDM	1 st week June 16													
5/6 TBZ 9 th Management Meeting	All Managers, All Divisional Heads, Chief Internal Auditor, PMS Co-	1 st week June 16													

		ordinator, Communication Officer															
5/7 TBZ 9 th MPAC Meeting	MPAC Committee	4 th week May 16															
5/8 TBZ 10 th MPAC Meeting	MPAC Committee	2 nd week June 16															
5/9TBZ 9 th EXCO Meeting	EXCO	4 th week June 15															
5/10 Submission of adopted IDP for 2016/17 within 10 days of approval	Div Head. IDP,	2 nd week June 16															
5/11 Notice to the Public of approval of Final IDP 2016/17 within 14 days of adoption	Div Head Admin and Council Support	1 st week June 16															

BGT	Implement changes to 2015/16 Tabled Budget from community	CFO	1 st week of May 15														

	ACTIVITY	RES	KEY DEADLINE	APRIL				MAY				JUNE			
PMS Review															
	3 rd quarterly review of PMS action Steps (Quarterly meeting of Audit Committee	MM/ Div Head PMS	2 nd week of April 15												
	3 rd quarterly PMS Audit Report to MM and Audit Committee	Div Head PMS	3 rd week of April 15												
	Community input into Organisational KPI's and Targets	Div Head PMS/ MM/ IDP Manager	1 st week of April 15												
	Approved SDBIP publicised for information and monitoring purposes	MM													

	participation process																
	Submission 2015/16 Final Budget to the Mayor	CFO	1 st week of May15														
	2015/16 IDP/Budget adopted by Council	Council	2 nd week of May 15														
	Approve SDBIP	Mayor	4 th week of June 15														
	Submit approved budget to the provincial and national treasuries	AO, MM	4 th week of June 15														

Critical Notes: Municipal Budget Finalised - April 2016
Finalize IDP Implementation Plan - May 2016

1.4 OUTCOMES OF THE IDP COMMUNITY CONSULTATION MEETINGS

Public participation was undertaken during October 2015. Below are issues raised by different Wards.

Table: 5

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Water and Sanitation	1. 2009/10 Marakele water pipeline to Eco-Park not done	y	y										
	2. Water and sewer problem in ext.37	y	y										
	3. Poor quality of drinking water	y	y	y	y	y	y	y	y	y	y	y	y
	4. Notice to be given to the community for water disconnection	y	y	y	y	y	y	y	y	y	y	y	y
	5. Water meter not working in ext.3 and leakages in Regorogile 2 (Masepala).									y			
	6. Water tanks not working at Smashblok.			y									
	7. No mention is made of the completion of the Northam WWTW and the work in progress at the Thabazimbi WWTW since the drafting of the 2012/13 IDP document.	y	y	y	y	y	y	y	y	y	y	y	y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	8. The smell entering town impacts negatively on Tourists.	y	y										
	9. Irrigation system for farmers.	y			y								
	10. Communal toilets to be closer to the community e.g. Rooiberg		y							y			
	11. Blockage of toilets at hostel.									y			
	12. The open sewerage and water manholes on the Rustenburg road must get the lid and be properly closed.	y	y	y						y	y		y
	13. Water loss: If there is a pipe repair and the valves are closed for pressure, the water run into the storm water. Can this water be connected somewhere to the parks or garden? There is already a water shortage.	y	y										
Electricity	14. Timeframe on installation of electricity prepaid meters		y										
	15. Street lights not working in	y	y	y				y	y	y	y		

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	Rooiberg and Hospital Street. Some lights are on during the day and off at night in Northam, Smashblock, Masepala, Thabazimbi town												
	16. Three highlights mast promised in Northam(Mojuteng) in the previous financial year.							y	y				
	17. Notice to be given to the community for electricity disconnection.	y	y	y	y	y	y	y	y	y	y	y	y
	18. Electricity needed at Skierlik and Apiesdoorn.	y								y			
	19. Solar System needed at Matikiring.									y			
	20. No transformers in new electricity boxes at ext. 5.									y			
	21. Lampstand boxes which are binded by a blue wire.		y							y			
Road and stormwater	22. Speed humps needed at streets close to all schools, Rooiberg and Smashblock. Or if possible the erection of a 3 way stops street at T-junction of Michael and	y	y	y	y			y	y	y	y	y	y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	Deena Streets.												
	23. Pot holes on strategic roads e.g. Steenbok street, corner 13 th Avenue and Van der Bilj Street, Bosbok, Hibiscus etc.	y	y					y	y	y	y		y
	24. Road upgrades to the amount of R2.3 million (at that stage comments were made that the amount is totally inadequate and the Honourable Mayor herself promised to come back to the residents with an answer but to date not.		y										
	25. The proposed paving for the extended Hamerkop Street beyond the railway bridge has been in the IDP for years now and nothing was done about it.	y	y										
	26. Maintenance and grading of gravel roads need to be included as strategic issues in all areas.	y	y	y				y	y	y			
	27. Paving at ext. 35 and 47 (cemetery side) previously budgeted.	y	y										

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	28. Incomplete projects e.g. Northam		y					y	y				
	29. Contractors left some holes in some streets in Rooiberg		y										
	30. The stormwater pipe between Spar and Blinkblaar Street smells bad.		y										
	31. Budget for Deena and Eland Streets is too high for maintenance (R5 and R4 millions).		y										
	32. Rooikuil Street budget is too small (R1.2 mil) and during floods it causes problems.	y	y										
Solid Waste and Refuse Removal	33. Occupants of Thabazimbi put refuse out next to the streets, which causes ugly and messy situation. Municipalities to provide refuse bins at strategic places in town.	y	y	y	y			y	y	y	y		y
	34. Some stop streets signs are covered with leaves of nearby trees and are	y	y					y	y	y			y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	invisible for road users.												
	35. Cutting of long grasses and tall trees at Regorogile ext.4, entrance near Lephalale road, Hamerkop and Jacaranda Streets.	y	y					y	y	y	y		y
	36. Illegal dumping and poor refuse removal e.g. Thabazimbi town etc.	y	y	y	y			y	y	y	y		y
	37. Dumping site to be considered at Rooiberg		y										
	38. Cemeteries to be fenced in Raphuti and graded.				y								
	39. Refuse tank needed at ext.5									y			
	40. Household refuse bins needed at Regorogile 2 (Masepala) and Dwaalboom.	y								y			
	41. Cleaning of sidewalks of main roads at Dwaalboom for primary school learners to be safe.	y											
	42. R2.5 million will be frivolous expenditure. No reason exist to weigh	y	y										

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	waste been dumped. Clear guidelines can be made available on the approximate size of vehicles entering the site for payment. Weighing will not add value and will never provide a positive return on the investments. This action will be strongly objected if pursued.												
	43. The bulk refuse bins which are on the corners of the streets became too much full when the truck is broken, because the people dump their domestic refuse in the bulk bins then they fly everywhere in the town.	y	y										
	44. Speed Camera was repaired but not working again.		y										
	45. Procuring six patrol vehicles is the responsibility of SAPS not	y	y										

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	municipality. This cannot be supported.												
	46. The recommended strategy would be to utilize the R2.5 million budgeted for the municipal chamber to build a licensing office. For this, the testing grounds in the industrial area can be utilized which save cost on acquisition of property and is accessible and will provide ample space for parking. Phase 2 starting 2013/14 is the design and acquisition of property with 2014/15 construction commence.	y	y										
	47. Pick'n Pay T-junction need robot.	y	y										
	48. Operation of Traffic Officers needed regularly.	y	y					y	y	y	y		y
	49. Stray animals and safe place for domestic animals Regorogile, Smashblock and Rooiberg.	y	y	y						y			
	50. The municipality is using		y										

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	the stand behind the licensing office for dumping of refuse.												
	51. The Traffic department should start working early at 04:00 am to give tickets to those who do not adhere to the law at Ben Alberts sharp curve and lines have to be painted.		y										
Disaster	52. Disaster plan to be on top of priority list	y	y	y	y			y	y	y	y		y
Housing	53. Housing backlog outdated.		y										
	54. RDP houses and sites sold to Parkistanians e.g Raphuti, Regorogile, Northam etc.		y		y			y	y	y	y		y
	55. RDP houses needed e.g. Skierlik, Jabulane, Smashblock, Regorogile etc.	y		y	y					y	y		y
	56. Middle income houses and residential sites needed.	y	y	y	y			y	y	y	y		y
	57. Community Hall and Sports facility was on the previous budget in							y	y				

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
		Northam but not done.											
Sports, Art and Recreation	58. Clarity on payment of using municipal sports facilities by the community.		y							y	y		y
	59. Renovation of all the municipal parks.	y	y					y	y	y	y		y
	60. Is there any possibility that a proper park for children be done? There is no place where the children can play. You can get someone to oversight the park and children pay R1.00 to get into for maintenance.	y	y										
	61. Need for recreational facilities for adults. Now the people are driving out of town and we take our town income to other towns.	y	y										
	62. The budget for sports is too high (R4 mil.)	y	y										
FIELD	SUB_ FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Spatial Development (Town Planning)	63. Land for development (residence, business etc.) needed.	y	y	y	y	y	y	y	y	y	y	y	y
	64. Matikiring issue to be speed up									y			
	65. Old municipal properties to be converted to residential/ accommodation	y	y							y	y		
	66. Old clinic in Regorogile to be converted to Youth Centre.										y		
	67. Land for development (residence, business etc.) needed.	y	y	y	y	y	y	y	y	y	y	y	y
	68. Businesses in residential sites (Parkistianian Spazas)		y		y			y	y	y	y		y
FIELD	SUB-FIELD	WARD											
		1	2	3	4	5	6	7	8	9	10	11	12
Local Economic Development	69. Unemployment especially the Youth.	y	y	y	y	y	y	y	y	y	y	y	y
	70. Regulation of Hawkers at Warmbad Weg and other strategic places in town.		y					y	y	y	y		y
	71. SMME training	y	y	y	y	y	y	y	y	y	y	y	y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Financial Viability	72. High and inaccurate water bills	y	y		y			y	y	y	y		y
	73. Stakeholders appreciated the finance department for giving the community feedbacks report on the discussion of Section 71 report.		y										
	74. Water readings not regularly taken.		y					y	y	y	y		y
	75. Proof of payments for services used by contractors and EMS stationed in municipal premises at Northam.							y					
	76. The Rates Policy never went through a renewal process.		y					y	y				
	77. The municipality has an office with staff dealing with the registration of indigents. This office must on annual bases provide input on the number of indigents, which have been	y	y	y	y	y		y	y	y	y		y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	registered for free service.												
FIELD	SUB-FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Municipal Transformation and Organisational Development	78. Street trading by-law to be revisited as there was never community consultation at Northam.		y					y	y				
	79. Learnerships needed by the community.	y	y	y	y			y	y	y	y		y
	80. Regulation of noise by neighbours during funerals.	y	y	y	y			y	y	y	y		y
	81. Employment equity: much is said of the employment of Coloured and Indians. To ensure transparency, the total equity plan must be opened up, which include the number of white people employed. Looking from outside, it appears that white people has been marginalized. This information must be tabled.	y	y	y	y	y	y	y	y	y	y	y	y
	82. Problem at the main office of the municipality where	y	y	y	y	y	y	y	y	y	y	y	y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	disability people are unable to get in the office. The steps to the 1 st floor are a problem for the old people.												
FIELD	SUB-FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Good Governance and Public Participation	83. Councillors not holding meetings in their Wards		y		y			y	y	y			
	84. Ward Committees not submitting ward needs to the office of the Speaker.			y	y	y	y	y	y	y	y		y
	85. The Draft IDP and Budget was only available on the municipal website a few hours prior to the meeting.		y										
	86. Past performance figures to reflect in the Budget and IDP on what has been achieved in the previous year.		y										
Social Services	87. Community standing long queues for acquiring identity documents. Request assistance from the municipality in this	y	y	y	y	y	y	y	y	y	y	y	y

FIELD	SUB- FIELD	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
	regard.												
	88. Unfair dismissal of workers at Skierlik	y											
	89. Classrooms in Apiesdoorn to be converted to a crèche.									y			
	90. Overcrowding of classrooms (85 learners in one room) and there is no water and toilets are not working at Smashblock.			y									
	91. There are no crèches at Wards 6 & 7.						y	y					
	92. Bad treatment of patients by Nurses at the clinics especially Dwaalboom.	y	y					y	y	y	y		y
	93. Ambulance Services to be closer to the community and not wait for the ambulance from Modimolle in an emergency situation.									y	y		y
	94. Eviction and bad treatment of farm residents by owners at Heuningvlei.	y											
	95. SAPS Officials harasses		y		y								

FIELD	SUB- FIELD	WARDS											
Waterberg District													

FIELD	SUB- FIELD	1	2	3	4	5	6	7	8	9	10	11	12
	residents at Rooiberg and Raphuti.												

1.5 2015/16 MEC ASSESSMENT

Municipality	IDP Assessment	IDP-SDBIP Alignment	Overall Rating
Waterberg District	High	Aligned	High
Bela-Bela	High	Aligned	High
Mogalakwena	High	Not Aligned	Low
Lephalale	High	Aligned	High
Thabazimbi	High	Aligned	High
Mookgopong	High	Aligned	High
Modimolle	High	Aligned	High

Equation / Criteria

IDP Assessment Results = Total Number of Indicators in the IDP Assessment Template (165)

Low = 0-55

Medium= 56-106

High= 107 ≥

Municipalities	Date Of IDP Submission	Council Resolution	No Of Hard Copies	Soft Copy
Waterberg				
18 .Modimolle	06 June 2015	A461/5/2015	09	01
19. Thabazimbi	12 June 2015		05	01
20 .Waterberg			05	01
21.Bela Bela	26 June 2015	MC114/05/2015	01	-
22.Mookgopong	26 June 2015			
23.Lephalale	21 July 2015		05	01
24.Mogalakwena	05 June 2015		10	01

3. THE 2015-2016 PROVINCE-WIDE IDP ASSESSMENT FINDINGS AND RECOMMENDATIONS

Giving effect to section 31 and 32 of the Local Government: Municipal Systems Act (Act No. 32, 2000) (MSA) and the Local Government: Municipal Planning and Performance Management Regulations (No. R 796, 2001), the MEC (Member of the Executive Council) responsible for Local Government needs to engage with, and provide written responses by issuing a Provincial MEC IDP Assessment Report on the state of Integrated Development Plans of municipalities in the provinces. In order to do justice to this legal requirement, and assist local government sphere in the province, COGSTA constituted an Internal IDP Assessment Panel to assess the IDPs. Hereunder are the findings and recommendations for municipal consideration.

Ideally, the IDP ***Preparatory Phase*** should provide a brief overview of the legislative context within which the IDP process takes place and the basis for IDP review process. It should outline the institutional arrangements that are in place to drive the IDP process and the contextual realities that frame the annual IDP review process. It also provides a process overview in terms of steps and events undertaken during this process. Lastly, it should outline the municipal public participation processes and inter-governmental relations protocol that assist government in the alignment, coordination and integration of service delivery programs in each district.

3.1. PREPARATORY PHASE: 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

Province-wide Municipal IDP Assessment Findings	Recommendations
<ul style="list-style-type: none"> ▪ In general, municipalities have adhered to the requisites of the preparatory phase as per the assessment template. ▪ It has also been noted that there are a number of factors which impact negatively on public participation processes in municipalities, namely: <ul style="list-style-type: none"> • Vast distances that had to be travelled due to the size of municipal areas; • People are experiencing participation fatigue as they are tired of “participating in their own development” without seeing the meaningful benefits of their participation; • There are misgivings with regard to the way the IDP process is managed, amongst others, bureaucratic red-tape and under-resourcing of the 	<p>During this phase, municipalities should always position themselves to comply with the policy and legislative requirements that guide the IDP process. Municipalities within a specific district, have to be guided by the district</p> <p>“IDP Review Framework” that binds both the district and the local municipalities to ensure proper coordination and alignment. Each municipality also has to adopt a “Process Plan” set out in writing.</p> <p>Whilst the Process Plan has to be based on appropriate consultation with local communities and to be communicated to them, the Framework has to be based on engagement with local municipalities and sector departments within the district.</p>

<p>IDP participatory structures;</p> <ul style="list-style-type: none"> • The municipal inability to ensure the participation of the business sector in the IDP meetings at local municipal level. The IDP representative structures appeared inappropriate as mechanisms to ensure the participation of the business sector; • There is lack of special efforts to ensure the participation of non-organized marginalized groups in the IDP process (e.g. the landless or the unemployed); <p>If creative ways were to be found to address to these impeding factors, there would be significant improvements in the quality of public participation in the IDP processes of municipalities.</p>	<p>In this phase, municipalities should also outline how the public will be afforded the opportunity to participate in the planning process and how the inter-governmental relations legislation and structures would assist the three spheres of government in the alignment, coordination and integration of their service delivery programs.</p> <p>The preparation task of the IDP is the duty of municipal management and, thus, the preparatory phase should contribute to the institutional preparedness of the municipality for the entire IDP process, i.e. – <i>Analysis – Strategies – Projects – Integration – Adoption</i>. After adoption the municipality has to ensure and manage the day to day implementation of projects (SDBIP), monthly monitoring, quarterly evaluation and annual review (PMS).</p>
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3.2. KPA 1: SPATIAL RATIONALE - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis information for the spatial rationale KPA is satisfactory but there are still some shortcomings, namely:</p> <ul style="list-style-type: none"> ▪ The use of maps to analyze the spatial dynamics of municipalities is still limited for both Category B (Local) and C (District) municipalities. In some cases there are no maps in the IDP. The use of maps printed in black and white is also still prevalent. ▪ For Category C municipalities, the district- wide spatial analysis is seldom categorized per each local municipality. 	<p>The purpose of the spatial analysis is to ensure that land use planning and management is informed by credible and comprehensive information. Municipalities should, therefore, consider the following in the analysis phase:</p> <ul style="list-style-type: none"> ▪ The necessity for spatial restructuring; ▪ The need for land reform; ▪ The indication of hierarchy of settlements as envisaged in the provincial SDF; and ▪ The spatial constraints, problems, opportunities, trends and patterns.

Strategies	<p>The strategies phase for spatial rationale is not satisfactory. This is true for both Category B and C municipalities. Hereunder are a variety of findings:</p> <ul style="list-style-type: none"> ▪ In some IDPs, the spatial strategies formulated do not address all the challenges highlighted in the analysis phase; ▪ There is a blanket approach to the formulation of strategies resulting in strategies that are not content specific; ▪ There are inconsistencies in terms of formulating strategies that are short, medium to long term; and ▪ There are also numerous shortcomings insofar as aligning the strategic objectives and strategies. 	<p>During the strategy phase, municipalities have to identify spatial development objectives and strategies to address the spatial challenges as highlighted in the analysis phase. Here, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address key spatial challenges highlighted in the analysis phase; ▪ Formulate short, medium and long term spatial strategies; ▪ The spatial strategies have to be SMART; and ▪ The spatial strategies should correlate positively with the municipal development objectives.

Projects	<p>The projects phase for the spatial rationale KPA is satisfactory across municipalities in the province. However, notable shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In certain instances, spatial projects are not informed by identified spatial strategies as highlighted; ▪ The source of funding and implementing agent(s) are not always reflected. ▪ In some instances, the projects in the IDP of Category C municipalities are not reflected in the IDPs of Category B municipalities. 	<p>The spatial projects phase seeks to ensure that the challenges as highlighted in the analysis and strategies phases are complemented by appropriate spatial projects. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have budget allocations; and ▪ The projects should reflect on the source of funding as well as the implementing agent(s).

Integration	<p>All municipalities have adopted Spatial Development Frameworks (SDF) and the local municipalities have developed their Land Use Management Schemes (LUMS) to guide the municipal spatial development patterns. However, it should be note that some SDFs have long been adopted and needs to be reviewed in line with SPLUMA.</p> <p>Generally, the SDFs are not able to provide guidance with regard to planning. The IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities such as spatial planning, infrastructure and basic services. This would ensure that the IDP process become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.</p>	<p>In the integration phase, municipalities should have Integrated Spatial Development Frameworks with the following outputs:</p> <ul style="list-style-type: none"> ▪ A summary including spatial development trends and issues emerging; ▪ Localised spatial development principles; ▪ Strategic guidelines for spatial restructuring and spatial integration; ▪ Location of all projects; ▪ Summary of land reform issues related to projects; and ▪ Maps which indicate spatial objectives and strategies. <p>Responsibility: Municipal Development Planning Department</p>
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3.1. KPA 2: BASIC SERVICES - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

4.1 Water and Sanitation

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The water and sanitation analysis is satisfactory. However, the noted shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In some instances, the water and sanitation backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa. This is especially because grant funding for capital projects is located in Category C municipalities except in the Waterberg District. ▪ For Category C municipalities, the backlogs are not always tabulated per each local municipality. 	<p>The purpose of the water and sanitation analysis is to ensure that municipal planning process is informed by a comprehensive credible status quo. The analysis should consider the following;</p> <ul style="list-style-type: none"> ▪ Determine level of service provision and backlogs in relations to norms and standards on water and sanitation provision; ▪ Water sources and water catchment areas ▪ Water and sanitation backlogs; ▪ Challenges pertaining to provision of water and sanitation ▪ Status on the provision of Free Basic Water (FBW)

	<ul style="list-style-type: none"> ▪ The depiction of water sources in the analysis is not comprehensive in some of the IDPs; ▪ There is a variety of sources used to extrapolate municipal backlogs; ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa. ▪ The provision of FBW is not indicated in some of the IDPs; and ▪ Not all the Category C municipalities have indicated the provision of FBW per each Category B municipality. 	<p>and Free Basic Sanitation (Free Basic Sanitation);</p> <ul style="list-style-type: none"> ▪ Water and sanitation stakeholders in the municipality and their role thereof; <p>NB: For Category C municipalities this analysis should be categorized per each local municipality.</p>
Strategies	<p>There are numerous challenges in the strategies phase and these include the following:</p> <ul style="list-style-type: none"> ▪ The lack of strategies in relation to certain indicators i.e. strategies on extending and 	<p>In response to the water and sanitation challenges highlighted in the analysis phase, it is important to derive strategies that seek to counter the challenges.</p> <p>Here, the following should be considered:</p>

	<p>upgrading municipal and sanitation assets and provision of FBW; and</p> <ul style="list-style-type: none"> There is a blanket approach to the formulation of water and sanitation strategies and, thus, resulting in strategies that are not content specific. 	<ul style="list-style-type: none"> The strategies should address all the challenges as highlighted in the analysis; Formulate short, medium and long strategies; The strategies needs to correlate positively with the development objective; and The strategies have to be SMART. <p>In the case whereby the municipality is not a Water and Service Authority nor provider; strategies should be accessed from the relevant stakeholder(s).</p>
Projects	<p>The projects phase of the water and sanitation KPA is satisfactory. Notable shortcomings include the following:</p> <ul style="list-style-type: none"> In some instances, projects in the IDPs of Category C municipalities are not found in the IDPs of Category B municipalities and vice versa; and 	<p>The water and sanitation projects phase are initiated to ensure that the challenges as highlighted in the analysis and strategies are resolved through these projects. In the development of water and sanitation projects, the following should be considered:</p>

	<ul style="list-style-type: none"> For Category C municipalities, the presentation of water and sanitation is not always classified per each Category B municipality. 	<ul style="list-style-type: none"> The projects should be over the MTEF period; The projects should correlate positively with the strategies formulated; The projects should have a budget allocation; The projects should reflect on the source of funding as well as the implementing agent(s); In the case of Category C municipalities, projects should be classified per each Category B municipality. <p>In the case whereby the municipality is not a Water and Service Authority nor provider; projects should be accessed from the relevant stakeholder(s).</p>
Integration	All municipalities which are Water Service Authorities and/or Water Services Providers (WSPs) have Water Services Development Plans (WSDPs). It has, however,	In the integration phase, municipalities are expected to outline the water and sanitation strategies as per the Water Services Development Plan with the following outputs:

	<p>been noted that the WSDPs have not been reviewed during the current term of municipalities, hence the many water and sanitation challenges as highlighted in the Provincial Water Summit.</p>	<ul style="list-style-type: none"> ▪ A set of data containing targets ▪ Existing and future consumer profile and service levels; ▪ Water balance, water sources and quality; ▪ Water services infrastructure; ▪ Water service strategies; ▪ Water demand management; ▪ Institutional management; and ▪ Finances and affordability ▪ <p>Responsibility: Municipal Technical Department (WaterServices Authority)</p>
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4.2 Electricity and Energy

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
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Analysis	<p>The analysis phase is satisfactory. However, shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In some instances, the electricity and energy backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa. ▪ For Category C municipalities, the backlogs are not always tabulated per each local municipality. ▪ The analysis focus seems to be biased towards electricity and thus negating other sources of energy; ▪ There is a variety of sources used to extrapolate municipal backlogs; ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa ▪ The percentage of backlogs is not always 	<p>The electricity and energy KPA is one of the central pillars to basic services. Given the latter, the analysis should seek to ensure that planning is informed by credible baseline information. The following should be considered in the analysis:</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlog on energy provision (Universal access and level of service); ▪ Sources of energy; ▪ An outline of electricity backlogs; ▪ Challenges pertaining to provision of energy and electricity; ▪ Assess potential alternative sources of energy; ▪ Status on the provision of Free Basic Electricity (FBE) ▪ All the electricity and energy stakeholders and their role thereof;
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	<p>complimented by absolute numbers and vice versa; and</p> <ul style="list-style-type: none"> ▪ The provision of FBE is not indicated in some of the IDPs; and ▪ Not all the Category C municipalities have indicated the provision of FBE per each Category B municipality. 	<p>NB: For Category C municipalities this analysis should be classified per each Category B municipality.</p>
Strategies	<p>The strategies of electricity and energy KPA is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> ▪ In some IDPs there are no strategies for electricity and energy; ▪ The strategies tend to focus on electricity only thus negating alternative sources of energy; and ▪ The lack of strategies to maintain and upgrade municipal electricity assets was noted in 	<p>Taking a cue from the electricity and energy challenges highlighted in the analysis phase, it is important to formulate strategies that seek to solve these challenges.</p> <p>Here, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address all the spatial challenges as highlighted in the analysis; ▪ Develop short, medium and long term spatial strategies; ▪ The electricity and energy strategies needs to

	some IDPs.	<p>correlate positively with the municipal development objectives; and</p> <ul style="list-style-type: none"> ▪ The electricity and energy strategies have to be SMART. <p>In the case wherein the municipality is not an electricity service provider the strategies should be accessed from the relevant stakeholder(s).</p>
Projects	<p>The projects phase is satisfactory. The shortcomings that should be noted are as follows:</p> <ul style="list-style-type: none"> ▪ In some instances, projects in the IDPs of Category C municipalities are not found in the IDPs of Category B municipalities and vice versa; and ▪ For Category C municipalities, the presentation of electricity and energy is not always classified 	<p>The electricity and energy projects phase should enable municipalities to ensure that the challenges as highlighted in the analysis and strategies thereof are complemented by projects. In the electricity and energy projects phase , the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation;

	per each Category B municipality.	<p>and</p> <ul style="list-style-type: none"> ▪ The projects should reflect on the source of funding as well as the implementing agents; <p>NB: In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	Most of the municipalities do not have an Energy Master Plan. The indication is that some of the Energy Master Plans are at draft stage or under review.	The District Municipalities should, in liaison with the DME and ESKOM, develop district-wide and/or Local Energy Master Plans.

4.3 Roads and Storm-Water Drainage

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The roads and storm-water drainage analysis is satisfactory. There are, however, some shortcomings	The primary rationale for roads and storm-water drainage analysis is to ensure that appropriate baseline information is

	<p>which should be highlighted, namely:</p> <ul style="list-style-type: none"> ▪ In some instances, the roads and storm-water drainage backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa; ▪ For Category C municipalities, the backlogs are not always tabulated per each local municipality; ▪ There is an emphasis on roads and no comprehensive analysis on the storm water-drainage; and ▪ The analysis on the classification of roads network is also not comprehensive. 	<p>used to inform roads and storm-water planning processes.</p> <p>Therefore, municipalities should ensure access to information related to:</p> <ul style="list-style-type: none"> ▪ Level of provision and backlogs in relations to the norms and standards on roads and storm-water provision (Levels of service); ▪ Roads classification in the municipal area; ▪ State of roads (tar/gravel/paved) in the municipal area; ▪ Backlogs on roads and storm-water drainage; ▪ The challenges hindering the delivery of roads and storm-water drainage. <p>NB: For Category C municipalities this analysis should be classified per each Category B municipality.</p>
Strategies	The strategies on roads and storm-water	On the basis of the identified roads and storm-water

	<p>drainage have a number of shortcomings. These include the following:</p> <ul style="list-style-type: none"> ▪ In some instances there are no strategies on roads and storm-water drainage; ▪ The strategies in the IDPs tend to focus on roads neglecting the storm-water aspect; ▪ Most of the IDPs lack strategies on the provision of cost-effective and sustainable roads and storm-water drainage; and <p>Strategies on the rehabilitation, extension and upgrading of municipal roads and storm water drainage are not a consistent feature of the IDPs.</p>	<p>drainage challenges as highlighted in the analysis phase, it is important for municipalities to formulate strategies to address these challenges. Here, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address the key challenges as highlighted in the analysis; ▪ Develop short, medium and long term roads and storm-water strategies; ▪ The strategies need to correlate positively with the development objectives of the municipality; and ▪ The strategies should be SMART.
Projects	<p>The projects phase is satisfactory. The shortfall is that most municipalities prioritize roads projects and neglect the storm-water drainage component.</p>	<p>The municipalities should ensure that the roads and storm-water drainage projects address challenges as highlighted in the analysis phase.</p>

		<p>In the projects phase , the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funder as well as the implementing agent; <p>NB: In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	Most of the municipalities do not have a Roads Master Plans. The overall indication is that there are on-going processes to develop the plans.	The district municipalities should in liaison with the Department of Roads and Transport assist the local municipalities to develop Roads Master Plans in the 2016/2017 IDP review process.

4.4 Public Transport

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The analysis information on public transport is fairly comprehensive. Here, notable shortcoming is that the analysis for some Category C municipalities is not classified per each Category B municipality.	<p>Public transport is an essential service that contributes immensely to the economies of municipalities. The analysis on public transport should consider the following:</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlogs in relation to norms and standards on public transport provision (Levels of Service); ▪ Types of public transport and facilities – buses (Bus Termini), taxis (Taxi Ranks), train (Stations) and flights (Airports/landing strips); ▪ The state of public transport in the municipality; and ▪ The challenges hindering the provision of public transport in the municipality; <p>NB: For Category C municipalities this analysis should be</p>

		classified per each Category B municipality.
Strategies	There are shortcomings in municipal IDPs with regard to formulation of appropriate public transport strategies.	<p>In response to the public transport challenges highlighted in the analysis phase, it is important for municipalities to develop strategies to address these challenges. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address the key challenges as highlighted in the analysis phase; Formulate short, medium and long term spatial strategies; ▪ The strategies have to correlate positively with the municipal development objectives; and ▪ The strategies have to be SMART.
Projects	Unlike the other basic services sub-KPA, the projects phase on public transport in most municipal IDPs is not satisfactory. There are instances wherein there are no	<ul style="list-style-type: none"> ▪ On projects phase, municipalities should initiate projects that would address the public transport as highlighted in the analysis and the projects should be

	public transport projects at all and in some instance, community safety projects are classified as public transports projects.	<p>aligned to public transport strategies.</p> <p>In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funding as well as the implementing agent; <p>In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	The indication is that most municipalities have an Integrated Transport Plan or are in the process of developing one.	<p>In the integration phase, municipalities should develop Integrated Transport Plans with the following outputs:</p> <ul style="list-style-type: none"> ▪ Specify the changes on land transport policies and

		<p>strategies (for previous 5 years);</p> <ul style="list-style-type: none"> ▪ Projects and projects segments to be carried out in five years period and the cost of each project; ▪ All modes of transport and infrastructure; ▪ Budget and funding resources (for relevant financial year); ▪ Public transport plan including Current Public Transport Records (CPTR) and operating licence strategy; ▪ General strategy for travel demand management; ▪ Set out a roads and transport infrastructure provision, improvement and maintenance strategy; ▪ Set out a strategy or plan for the movement of hazardous substances. <p>Responsibility: Municipal official dealing with transport matters & the transport authority</p>
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4.5 Waste Management

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis on waste management is satisfactory. The notable shortcomings that should be highlighted include the following:</p> <ul style="list-style-type: none"> ▪ There is limited waste management in rural areas; ▪ For Category C municipalities, the analysis on the state of waste management is not classified per each Category B municipality. 	<p>During the analysis of waste management practices in each municipality, the municipalities should consider the following;</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlogs in relation to norms and standards on waste management (Level of service); ▪ Highlight on the state of waste

	<ul style="list-style-type: none"> ▪ In some instances, the waste management backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa; and <p>For Category C municipalities, the backlogs are not always classified per each Category B municipality.</p>	<p>management (refuse removal, disposal and recycling in urban and rural areas; and</p> <ul style="list-style-type: none"> ▪ Indicate challenges and opportunities (recycling, reuse and reduce) on waste management in a municipality. <p>NB: For Category C municipalities, this analysis should be classified per each Category B municipality.</p>
Strategies	The strategies of waste management KPA are characterized by shortcomings. These include	<ul style="list-style-type: none"> ▪ In response to the waste management challenges highlighted in the analysis, it is important to for

	<p>the following:</p> <ul style="list-style-type: none"> ▪ There are instances where there are no waste management strategies in some IDPs; ▪ Most of the IDPs lack strategies on the provision of cost-effective and sustainable waste management. <p>Strategies on the rehabilitation, extension and upgrading of municipal waste management facilities is not a consistent feature of the IDPs.</p>	<p>municipalities to develop strategies to address the challenges. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address all the challenges as highlighted in the analysis; ▪ Formulate short, medium and long term strategies; ▪ The strategies need to correlate positively with the development objectives; and ▪ The strategies have to be SMART.
	The waste management projects phase is	During the development of waste management

Projects	<p>satisfactory.</p> <p>*</p>	<p>projects, municipalities should consider the following:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funder as well as the implementing agent; <p>NB: In the case of Category C municipalities, projects should be classified per each Category B</p>
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		municipality.
Integration	The indication is that most municipalities have an Integrated Waste Management Plan or in the process of developing one.	<p>In the integration phase, municipalities should develop Integrated Waste Management Plans with the following outputs:</p> <ul style="list-style-type: none"> ▪ Background information in terms of policies and laws, demographics, waste quantities; ▪ Existing waste management projects; ▪ Strategic objectives within the municipal area; ▪ Instruments for implementation of waste management plan (e.g. economic infrastructure, partnerships, etc); ▪ Implementation programme(s); ▪ Communication and public participation

3.2. KPA 3: LED - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

		programme
		Responsibility: Municipal Community Services Department

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The economic development analysis in most IDPs is satisfactory. The notable shortcoming is that the state of the local skills base is rarely outlined in the IDPs.</p> <p>NB: In the case of Category C municipalities, the economic development analysis should be classified per</p>	<p>Local Economic Development (LED) is arguably the central core of municipalities. It is the stimulus to a sustainable local government. Thus, the economic development analysis should cover the following aspects:</p> <ul style="list-style-type: none"> ▪ Impact analysis per economic sector (considering

	each Category B municipality.	<p>key sectors contributing towards the economy of the municipality);</p> <ul style="list-style-type: none"> ▪ Enabling economic infrastructure e.g. wholesale, retailing and manufacturing; ▪ Capital investment and GDP per capita; ▪ Household income and expenditure; ▪ Policy requirements to support economic Development; and ▪ Number of business registration per municipality <p>On employment analysis, municipalities should indicate:</p> <ul style="list-style-type: none"> ▪ % of people unemployed; ▪ Employment by industry; ▪ No. of jobs created through LED/EPWP initiatives; ▪ Employment by skills level; ▪ Economically active population; and ▪ Labour force participation rate.

Strategies	In general the municipal strategies for local economic development are satisfactory.	<p>In a quest to address the economic development challenges highlighted in the analysis phase, the municipalities should amongst others, develop strategies for:</p> <ul style="list-style-type: none"> ▪ Business attraction, expansion and retention; ▪ Promoting Public-Private Partnerships; ▪ Enhancing the dominant sector activities; and ▪ Place marketing.
Projects	The projects phase is satisfactory.	<p>The Local Economic Development (LED) projects should address the prioritized economic challenges and opportunities in the municipality. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funder

		<p>as well as the implementing agent;</p> <p>In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	<p>All the municipalities have a Local Economic Development Strategy to guide economic development in their areas of jurisdiction.</p>	<p>During the integration phase, municipalities should develop LED Strategies with the following outputs:</p> <ul style="list-style-type: none"> ▪ A summary of socio-economic results; ▪ Localised strategies guidelines on LED; and ▪ Consolidated summary of independent LED projects and LED activities (in line with the IDP). <p>Responsibility: Development Planning Directorate (Senior Manager dealing with LED)</p> <p>It is also recommended that municipalities should conduct the municipal wide skills audit in order to understand their local skills base given the fact that most municipalities have</p>

		not indicated their skills base.
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3.3. KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	The good governance and public participation analysis is satisfactory. However, challenges regarding good governance and public participation are not comprehensively outlined in some of the IDPs.	<p>Good governance and public participation ensures that the IDP is a people-driven process and thus enhances democratic values as enshrined in the RSA Constitution. Thus, the analysis should consider the following;</p> <ul style="list-style-type: none"> ▪ The functionality of Municipal Council and

		<p>Committees in good governance;</p> <ul style="list-style-type: none"> ▪ The participation of traditional leaders in the development agenda of municipalities; ▪ Structures of inter-governmental relations and their functionality thereof; ▪ Existence and functionality of the Municipal Public Accounts Committee; <p>Existence and functionality of Audit Committee and Risk Management Committees;</p> <p>Existence and functionality of Ward Committees and Community Development Workers (CDWs);</p> <p>An outline of municipal audit outcomes;</p> <p>An outline of municipal public participation programmes / activities and adherence to Batho-Pele Principles; and</p> <p>Proportion of seats held by women in Council structures.</p>

Strategies	The strategies on Good Governance and Public Participation in the province are satisfactory.	On the basis of the good governance and public participation analysis, the municipalities should develop , amongst others, strategies: <ul style="list-style-type: none"> ▪ To promote public participation; ▪ To enhance good governance;
Projects	The assessment indicates that there are projects for good governance and public participation in the IDPs of municipalities.	The municipalities should ensure that they initiate good governance and public participation projects and the following should be considered: <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funding as well as the implementing agent(s).

Integration	In the integration phase municipalities are expected to outline the various good governance and public participation tools and processes that will be used to guide the implementation of the envisaged projects.	
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3.4. KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT - 2015-16

ASSESSMENT FINDINGS AND RECOMMENDATIONS

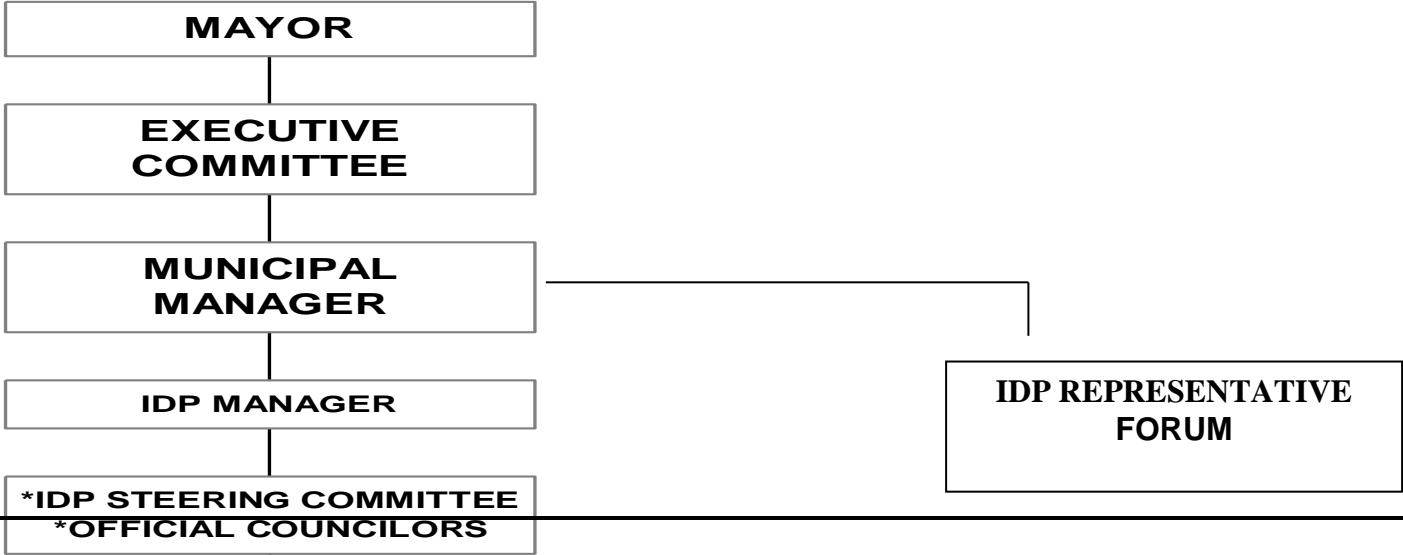
IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
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Analysis	<p>The Municipal Transformation and Organisational Development analysis is satisfactory. However, there are some municipal transformation and organisational development challenges which are not comprehensively outlined in some of the IDPs. For example, the employment equity challenges are not explicitly outline in various IDPs.</p>	<p>Municipal Transformation and Organisational Development KPA is inwardly focused and thus seek to establish the needs of the municipality as an institution. The analysis should consider the following;</p> <ul style="list-style-type: none"> ▪ Powers and functions of the municipality; ▪ Organisational Structure (organogram) as approved by Council; ▪ Municipal skills needs; ▪ Municipal vacancy rate; and ▪ Employment equity, etc.
Strategies	<p>The strategies phase of municipal transformation and organizational development in the province is satisfactory.</p>	<ul style="list-style-type: none"> ▪ In response to the challenges in the analysis phase, municipalities should consider developing the following strategies: ▪ Capacity building (skills development) strategy; ▪ Strategy to promote employment equity; and

		<ul style="list-style-type: none"> ▪ Employee Wellness strategy.
Projects	The projects phase of municipal transformation and organizational development in the province is satisfactory.	<p>During this phase, municipalities should consider the following:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funding as well as the implementing agent(s).
Integration	In the integration phase municipalities are expected to outline the various Municipal Transformation and Organisational Development tools that will be used to guide the implementation of the envisaged projects.	<p>During this phase, municipalities should develop an Institutional Plan with the following outputs:</p> <ul style="list-style-type: none"> ▪ A short reference on institutional analysis; ▪ Reference to institutional strategic guidelines

		<p>and resource framework;</p> <ul style="list-style-type: none"> ▪ Summary of the institutional activities as part of the designed projects; ▪ Municipal Powers and Functions; ▪ An organogram(filled and vacant posts); ▪ Management systems (HR, Finance, Communication, Project Management, PMS, etc) to ensure a well-coordinated implementation of the IDP. <p>Responsibility: Municipal Corporate Services Department</p>
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1.6 IDP STRUCTURAL ARRANGEMENTS





CHAPTER 2: SITUATIONAL ANALYSIS

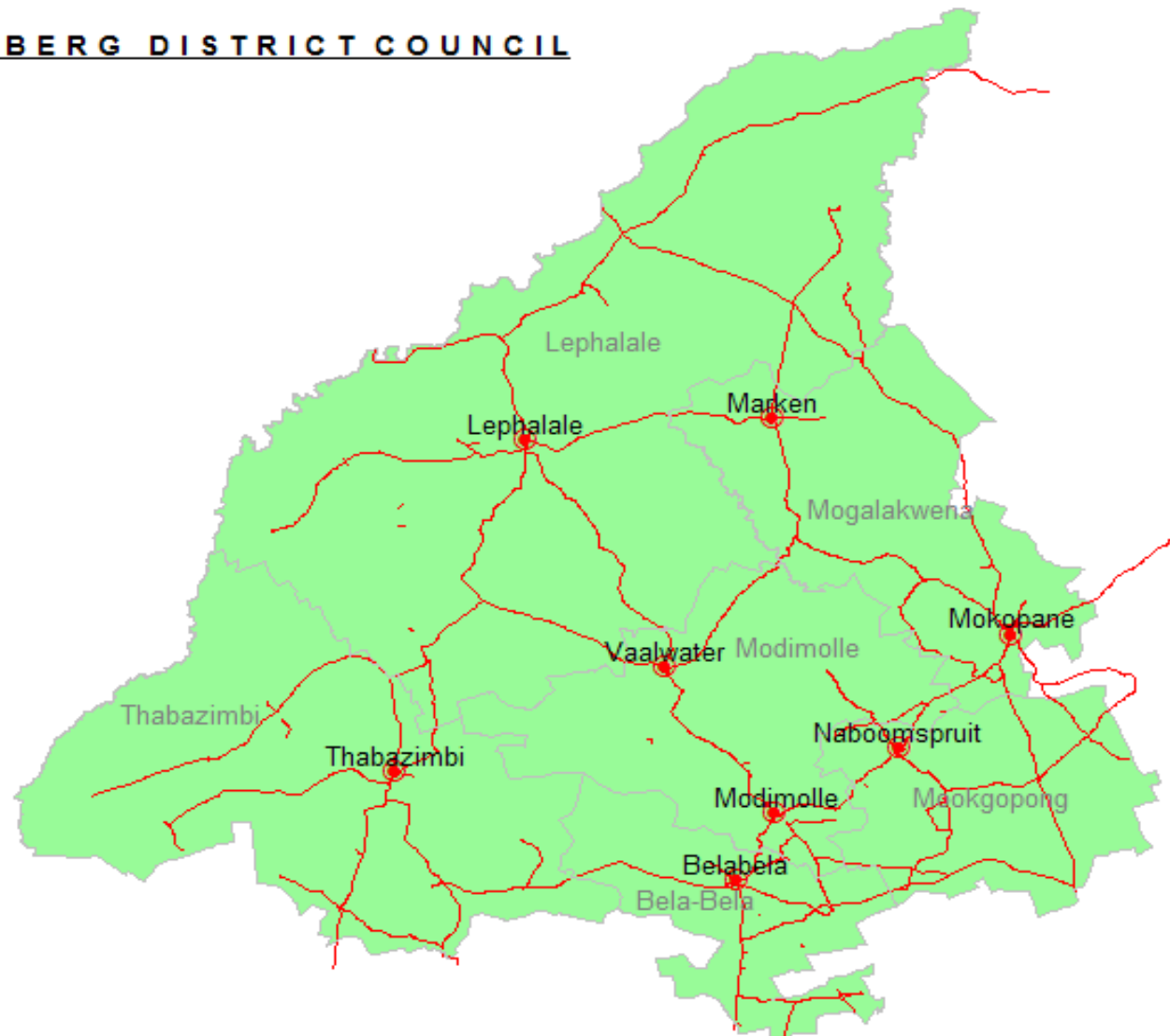
2.1 INTRODUCTION

Situational Analysis is a key phase that provides the municipality with an understanding of its strengths, weaknesses, opportunities and threats. This phase also enable the municipality to gain deeper insight into the key development issues and lead on to the strategic planning. The situational analysis defines the needs while an IDP plans to meet those needs.

2.2 DESCRIPTION OF THE MUNICIPAL AREA



WATERBERG DISTRICT COUNCIL



Area: 11 190km²

Thabazimbi Municipality is located in the Southwestern part of the Limpopo Province and has Botswana as its international neighbour and a mere two (2) hour drive from Tshwane. Thabazimbi is known as “mountain of iron” which is the Setswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in the Municipality in 1919. The Municipality has Marakele National Park, which is a subsidiary of National Parks Board, and in the same standard as the Kruger National Park and Mapungube. The game lodges scattered around the area helps to promote the issue of environmental sustainability.

It was mined since the 1930's when iron and steel production started. The town was proclaimed in 1953. Today, Iscor Steelworks in Pretoria still draw much of their raw material from Thabazimbi Kumba Resources (iron ore mine).. Apart from Iron Ore the Thabazimbi Municipality is surrounded by Platinum producing areas such as: Northam Platinum mine, Anglo, i.e. Amandelbult and Swartklip mines. Other minerals produced in the area include Andalusite, which is mined by Rhino Mine and limestone for the production of cement by Pretoria Portland Portland_Cement (PPC). Boundaries of Thabazimbi Municipality include areas such as: Thabazimbi, Northam, Leeupoort, Rooiberg and Dwaalboom. The Municipal area falls within the Waterberg District Municipality, very peaceful place to live in and a malaria free Municipality. The size of the Municipal area is 986 264, 85 ha. Thabazimbi Municipality has demonstrated to be one of the sectors in depicting tremendous growth and will continue to do so. Given the potential to grasp opportunities within these sectors is therefore paramount. The mining sector has huge potential to absorb lot of skills within the municipality. There is also a need to establish mining opportunities in the small-scale mining sector. We believe however, that in partnership with relevant stakeholders, we can leverage our society to tap into this major sector of the economy.

Thabazimbi is absolutely one of the country's most sought tourism attraction point wherein tourists can be granted harmonious moment. Agriculture has also proven, in addition to mining, to be the strong economic sector in our municipality. Agricultural commodities produced wheat, beans and maize. We are growing our economy not in isolation; however, our goals are seamlessly aligned within those of Limpopo Economic Growth and Development Plan in Limpopo. The alignment will ensure that our growth trajectory bears fruits and that we address the objective of poverty eradication through job creation and business opportunity stimulation.

With regard to public participation, Thabazimbi municipality has made a significant progress in terms of the development of the organs of participatory democracy such as Ward Committees and IDP for. . Another positive aspect is the increasing representation of women in various structures, e.g. 50% of Councillors are female. *Main Economic Sectors:* Mining, agriculture,

2.2.1 MUNICIPAL AREA

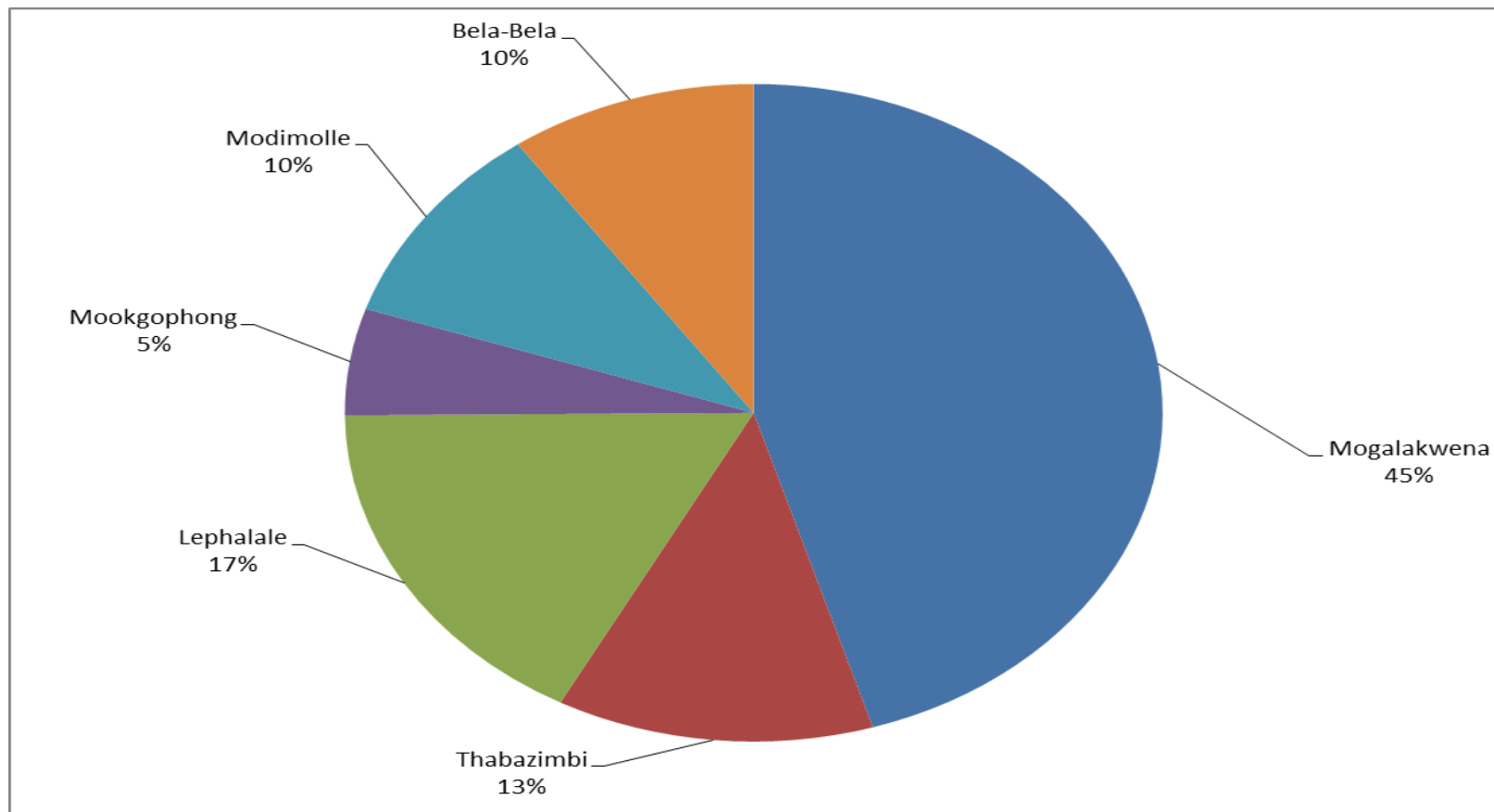
Table:7

MUNICIPALITY	AREA (km ²)	% of District
Lephalale	14 000 km ²	28.3%
Thabazimbi	10 882 km²	21.97%
Bela- Bela	4 000 km ²	8.07%
Modimolle	6 227 km ²	12.57%
Mogalakwena	6 200 km ²	12.52
Mookgophong	4 270.62 km ²	9.2%
Waterberg District Municipality	45 579.62 km ²	92.63%

Source: Waterberg District ID document

2.3 POPULATION PROFILE

2.3.1 Percentage distribution of Population by Local Municipalities –Waterberg



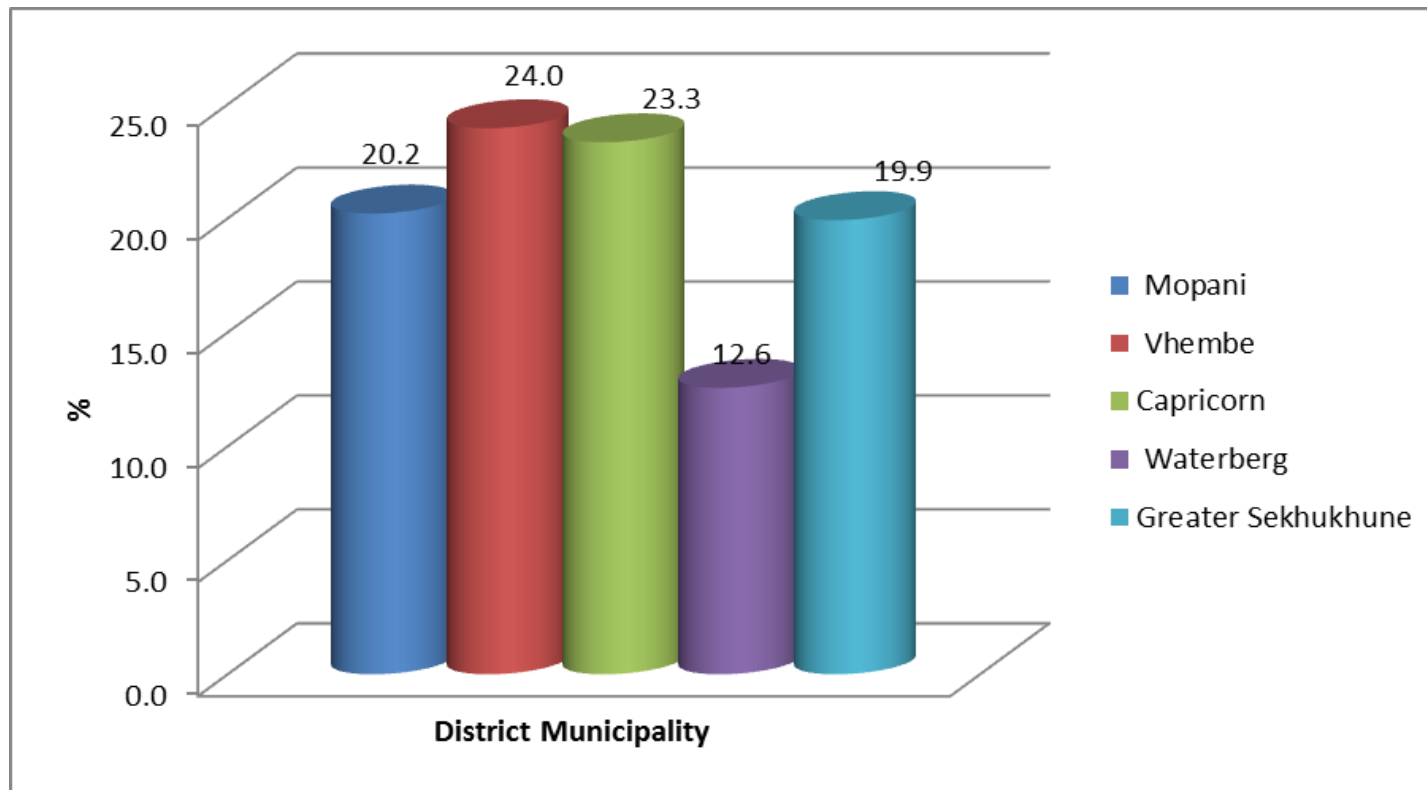
2.3.2 POPULATION TREND

Table:8

	2001	2011	% change
Thabazimbi	65 533	85 234	30.1
Lephalale	85 272	115 767	35.8
Mookgophong	34 541	35 640	3.2
Modimolle	69 027	68 513	-0.7
Bela-Bela	52 124	66 500	27.6
Mogalakwena	298 439	307 682	3.1
Waterberg	604 936	679 336	12.3

Source: Statssa, 2011

2.3.3 Percentage distribution of Population by District Municipalities



Source: Statssa, 2011

2.4 DEMOGRAPHIC

Table:9

Population	85 234
Age Structure	
Population under 15	21.10%
Population 15 to 64	76.40%
Population over 65	2.40%
Dependency Ratio	
Per 100 (15-64)	30.80
Sex Ratio	
Males per 100 females	141.10
Population Growth	
Per annum	2.63%
Labour Market	
Unemployment rate (official)	20.60%

Youth unemployment rate (official) 15-34	26.90%
Education (aged 20 +)	
No schooling	8.80%
Higher education	8.10%
Matric	26.10%
2.4.1 HOUSEHOLD (H H) PROFILES AND SERVICES	
<i>Table:10</i>	
Household Dynamics	
Households	25 080
Average household size	2.80
Female headed households	24.70%
Formal dwellings	70.70%
Housing owned	24.40%
Household Services	
Flush toilet connected to sewerage	63.10%
Weekly refuse removal	60.40%
Piped water inside dwelling	47.30%
Electricity for lighting	76.80%

Source :Stats SA, 2011

2.4.1. 1 DEMOGRAPHICS (HOUSEHOLD)

Table:11

LM	HOUSEHOLD		HOUSEHOLD DYNAMICS			
			Average Household		Female Headed Household %	
Thabazimbi	2001	2011	2001	2011	2001	2011
	20 734	25 080	2.9	3.4	29.4	24.7

Source: Statssa, Census 2011

2.4.1.2 Distribution of female-headed households by municipality – 1996, 2001 and 2011

Table:12

Thabazimbi	Female and Child headed households	Year		
		1996	2001	2011
	Female headed household	3 235	6 096	6 188
	% of female headed household	21.7	29.4	24.7
	Child headed household	107	105	115
	% of child headed household	0.7	0.3	0.5
	Total number of household	14 903	20 734	25 080

Source: Statssa, Census 2011

2.4.2 POPULATION GROWTH RATES BY MUNICIPALITY – 1996- 2011 AND 2001 - 2011

Table:13

Thabazimbi	Total Population				
	1996	2001	% Change	2011	% Change
	60 175	65 533	1.7	85 234	2.6

Source: Statssa, Census 2011

2.4.3. AGE DISTRIBUTION BY GENDER

2.4.3.1 POPULATION AND AGE STRUCTURE

Table:14

LM	POPULATION		AGE STRUCTURE						GENDER RATIO		POPULATION GROWTH (% p.a.)	
			<15		15 - 65		65+		Males per 100 females			
Thabazimbi	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	1996 - 2001	2001 - 2011
	65 533	85 234	26.0	21.1	71.5	76.4	2.5	2.4	114.0	141.1	1.71	2.63

Source: Statssa, Census 2011

2.4.3.2 DISTRIBUTION OF THE POPULATION BY FUNCTIONAL AGE GROUP, SEX AND MUNICIPALITY – 1996, 2001 and 2011

Table:15

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 -14	7 418	7 033	14 451	8 533	8 529	17 062	9 040	8 974	18 014
15 - 64	27 622	14 604	42 225	25 476	21 358	46 835	39 761	25 392	65 153
65+	1 033	861	1 894	906	731	1 637	1 076	991	2 067
TOTAL	36 072	22 497	58 570	34 916	30 618	65 533	49 877	35 357	85 234

Source: Statssa, Census 2011

2.4.3.3 DISTRIBUTION OF THE POPULATION BY AGE AND SEX – 1996, 2001 and 2011

Table:16

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 4	2 438	2 325	4 763	3 359	3 515	6 874	4 004	4 058	8 062
5 - 9	2 450	2 414	4 864	2 720	2 682	5 402	2 693	2 607	5 300
10 - 14	2 406	2 169	4 575	2 454	2 332	4 786	2 327	2 290	4 618
15 - 19	1 913	1 940	3 853	2 406	2 502	4 908	2 532	2 478	5 010
20 - 24	2 596	2 032	4 628	2 953	3 022	5 975	5 391	3 792	9 184
25 - 29	3 873	2 241	6 114	3 367	3 566	6 933	7 296	4 447	11 743
30 - 34	4 668	2 260	6 928	3 340	3 260	6 600	6 285	3 566	9 851
35 - 39	5 075	1 878	6 962	3 691	3 026	6 717	4 974	2 968	7 942
40 - 44	3 609	1 479	5 088	3 703	2 275	5 978	3 615	2 570	6 185
45 - 49	2 461	983	3 444	2 503	1 627	4 130	3 650	2 198	5 848
50 - 54	1 491	715	2 209	1 768	966	2 734	3 032	1 621	4 652
55 - 59	1 130	533	1 663	1 051	658	1 709	1 935	1 039	2 975
60 - 64	641	432	1 073	694	456	1 150	827	631	1 458
65 - 69	412	336	748	395	259	654	446	396	842
70 - 74	256	187	443	251	209	460	296	238	534
75 - 79	172	131	303	140	125	265	142	160	302
80 - 84	84	73	157	67	73	140	101	114	216
85 +	78	104	182	52	63	115	87	80	167
Total	35 757	22 245	58 002	34 915	30 617	65 532	49 634	35 253	84 887

Source: Statssa, Census 2011

2.4.3.4. MALE AND FEMALE

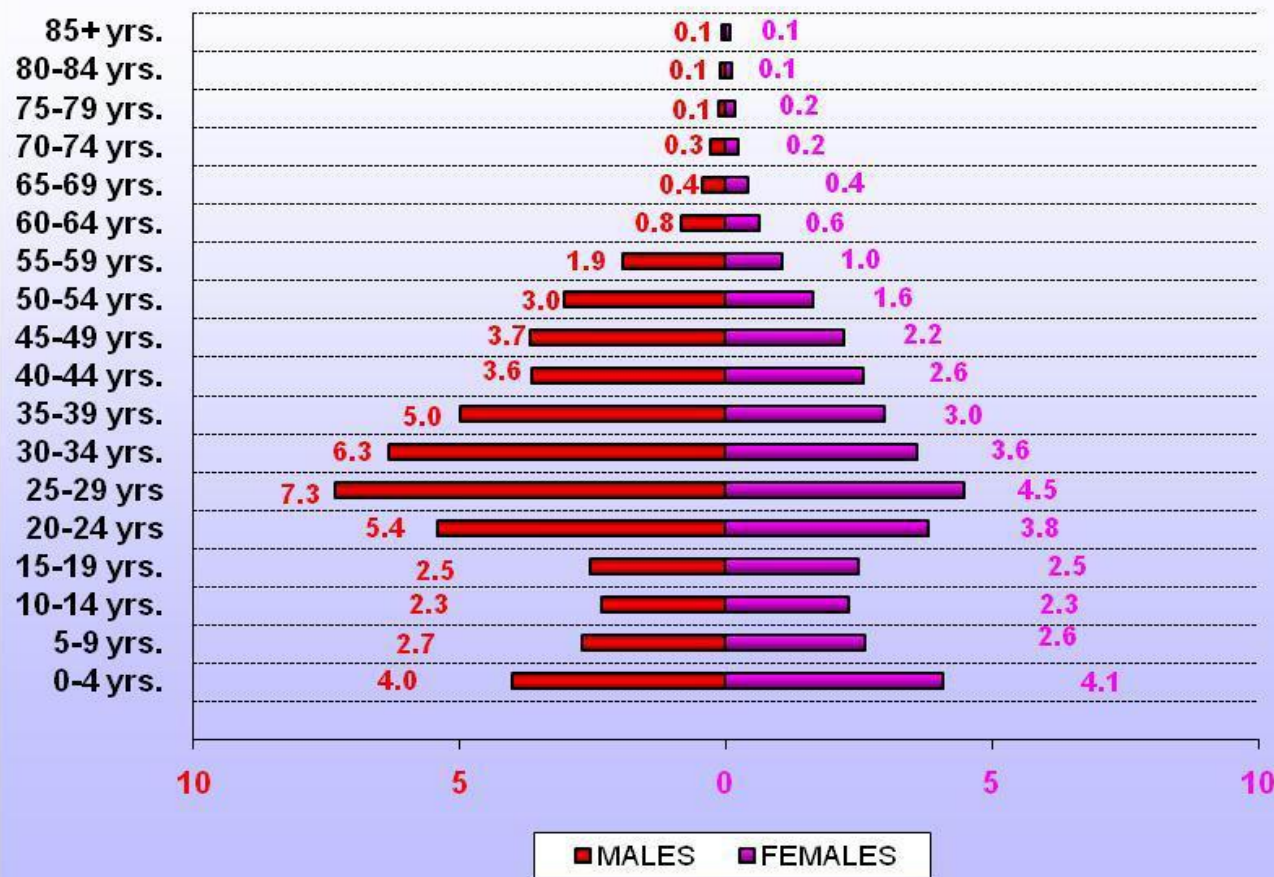
Table: 17

DISTRIBUTIONS OF THE POPULATION-BY-POPULATION GROUP AND SEX – 1996, 2001 and 2011

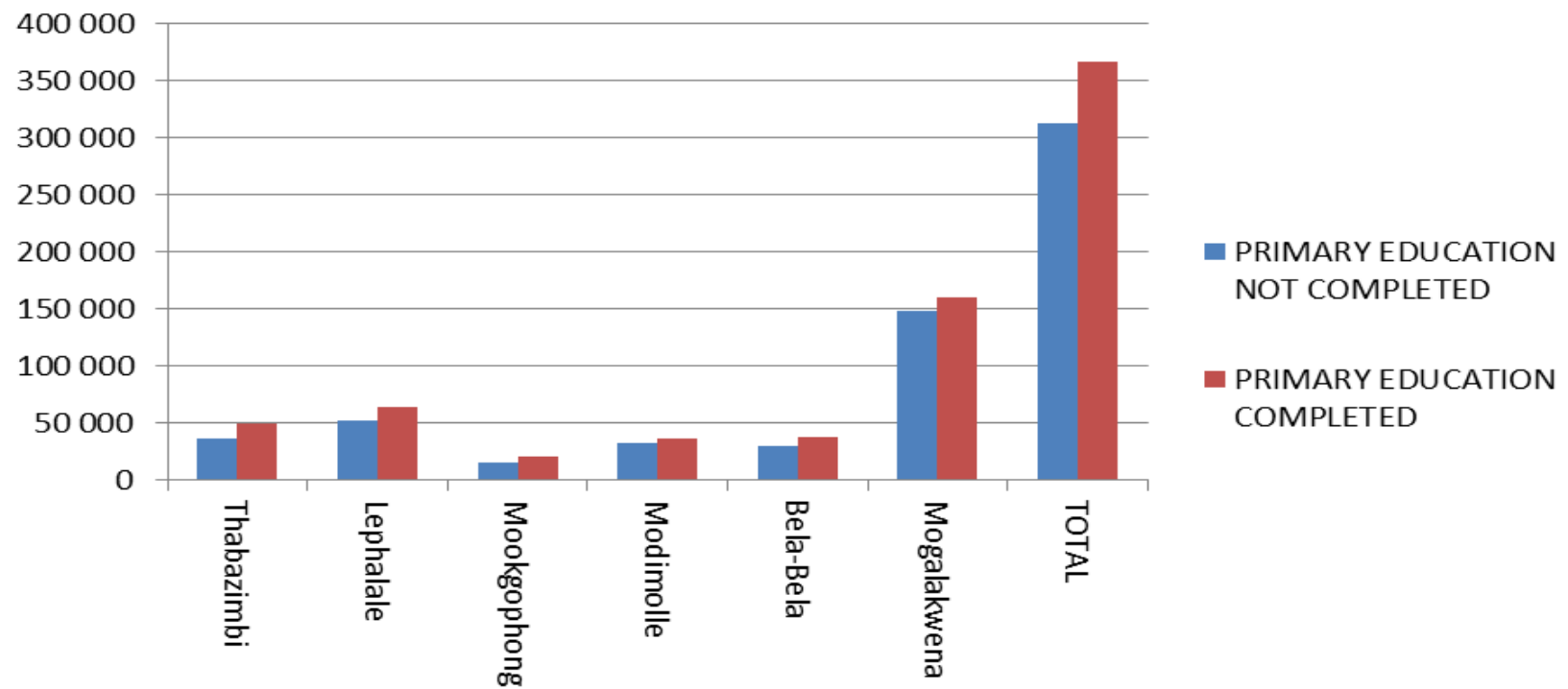
Population Group	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Blacks	29 984	17 015	46 999	28 935	24 940	53 875	42 773	29 072	71 845
Whites	6 415	5 886	12 281	5 810	5 540	11 350	6 420	5 889	12 309
Coloured	136	115	251	151	122	274	310	217	527
Indians/Asian	19	8	26	19	15	34	130	75	205
TOTAL	36 554	23 024	59 578	34 915	30 617	65 532	49 633	35 253	84 886

Source: Statssa, Census 201

THABAZIMBI POPULATION IN THOUSANDS BY GENDER AND AGE



POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION



2.4.4 EMPLOYMENT PROFILE

2.4.4.1 DISTRIBUTION OF THE POPULATION AGED BETWEEN 15 and 64 YEARS BY EMPLOYMENT STATUS – 1996, 2001 and 2011

Table: 18

Thabazimbi	Employed			Unemployed			Unemployed Rate		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
	28 712	26 903	29 605	2 540	7 143	7 304	8.1	21.0	19.8

Source: Statssa, Census 2011

2.4.4.2 POPULATION OF THE WORKING AGE (15-65) BY EMPLOYMENT STATUS AND MUNICIPALITY

Table: 19

	Thabazimbi	Lephalale	Mookgopong	Modimolle	Bela-Bela	Mogalakwena	TOTAL
Employed	32 918	35 327	12 086	19 719	20 720	47 038	167 808
Unemployed	8 562	10 100	3 705	5 634	6 002	31 609	65 612
Discouraged work-seeker	1 236	1 565	914	1 416	1 057	10 072	16 260
Other not economically active	22 438	33 699	7 390	16 912	16 099	90 644	187 182
TOTAL	65 154	80 691	24 095	43 681	43 878	179 363	436 862
UNEMPLOYMENT RATES	20.6%	22.2%	23.5%	22.2%	22.5%	40.2%	28.1%

Source: Statssa, Census 2011

CENSUS unemployment rates should not be compared to the national unemployment rate calculated from the Quarterly Labour Force Survey

2.4.4.3 HOUSEHOLD WITH INCOME BELOW R2 300 PER MONTH

Table: 20

Thabazimbi 2013	
No income	R1 – R2 300
3 518	8 412

Source: Statssa, Census 2011

2.4.4.4 DISTRIBUTION OF AVERAGE HOUSEHOLD INCOME BY MUNICIPALITY

Table: 21

Thabazimbi	
2001	2011
39 073	101 058

Source: Statssa, Census 2011

2.4.4.5 LABOUR MARKET (UNEMPLOYMENT RATE)

Table: 22

LM	UNEMPLOYMENT RATE	LABOUR MARKET	EDUCATION AGE 20+		MATRIC
		Youth Unemployment Rate 15 – 24 yrs.	No Schooling	Higher Education	

TBZ	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	21.0	20.6	31.0	26.9	17.5	8.8	16.0	26.6	4.3	7.6

Source: Statssa, Census 201

2.4.4.6 HOUSEHOLD BY MONTHLY INCOME CATEGORY

Table:23

Thabazimbi 2011	
Income Category	Household
No income	3 518
R1 – R400	686
R401 – R800	1 027
R801 – R1 600	3 165
R1 601 – R3 200	4 048
R3 201 – R6 400	5 021
R6 401 – R12 800	3 517
R12 801 – R25 600	2 474
R25 601 – R51 200	1 160
R51 201 – R102 400	313
R102 401 – R204 800	105
R204 801 or more	45

Source: Statssa, Census 2011

2.4.5 PEOPLE WITH DISABILITY

Table:24

	Thabazimbi	Lephalale	Mookgophong	Modimolle	Belabela	Mogalakwena	TOTAL
No difficulty	66 365	92 111	29 930	56 640	53 744	254 230	
Some difficulty	5 587	6 500	2 194	5 354	4 873	25 457	
A lot of difficulty	596	774	269	611	701	3 349	
Cannot do at all	169	251	63	124	99	737	
Do not know	82	69	135	83	36	605	
Cannot yet be determined	2 946	4 651	1 507	3 111	2 601	15 124	
Unspecified	2 832	3 166	978	1 689	1 958	6 439	
Not applicable	6 657	8 245	563	902	2 488	1 741	
TOTAL	85 234	115 767	35 640	68 513	66 500	307 682	612 823

Source: Statssa, Census 2011

2.5 HEALTH AND SOCIAL DEVELOPMENT

2.5.1 HEALTH

2.5.1.1 Service Norms and Standards (Health Centre Clinics and Hospital)

- One (1) doctor per 1000.
- Clinic must serve a radius of 5 km.
- Health centre 10 km radius.
- Hospital must serve radius of 60 km

2.5.1.2 HEALTH FACILITIES

Table:25

TYPE		TOTAL	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
Hospitals	Public	1	-	-	-	-	-	-	-	-	1	-	-	-
	Private	1	-	1	-	-	-	-	-	-	-	-	-	-
	Mines	3	-	-	-	-	1	1	-	-	-	-	1	-
Clinics		10	1	2	1	2	1	-	-	1	1	1	-	-
Mobiles		3	1	1	-	-	-	-	-	1	-	-	-	-
GRAND TOTAL		18	2	5	1	2	2	1	0	2	1	1	1	0

2.5.1.3 STATE OF PREVALENCE OF RANGE OF HIV-AIDS

The information is from Department of Health:

Table: 26

DATA ELEMENT NAME	TOTAL NUMBER
Client pre- test counseled for HIV	5 533
Client tested for HIV – child under 15 years	131
Client tested for HIV - total	5 363

Client tested for HIV adult 15 years and older- female	3 240
Client tested for HIV adult 15 years and older - Male	1 900
Client tested positive for HIV – child under 15 years	8
Client tested positive for HIV - total	1 028
Client tested positive for HIV adult 15 years and older- female	695
Client tested positive for HIV adult 15 years and older - male	333

Source: Department of Health and Social Development

2.5.1.4 BACKLOG/ SHORTAGE OF HEALTH FACILITIES

Almost all the 95% of the Wards don't have hospitals 30% clinics.

2.5.1.5 HEALTH CHALLENGES

- Clinics not operating 24 hours.
- HIV/AIDS Council launched but not functional.
- Shortage of AIDS Counselors.
- Child headed families.
- Orphans.
- Impact of HIV/AIDS on the working force.
- No hospice as more people are infected and affected, the hospitals cannot carry the burden.
- High turn- over of professionals due to accommodation issue.

2.5.2 SOCIAL DEVELOPMENT

2.5.2.1 Service Norms and Standards (Social Development)

- All service offices or points must be within a distance of twenty (20) km radius. (Drop in centres; Child & Youth care centres, Victim empowerment centres, Old age home centre).

2.5.2.2 Service Norms and Standards (Social Services)

- One Social welfare practitioner should serve a population of 3 000 (1:60) children in a particular service point.
- Social assistance applications should be completed within 8 hours – more realistic 45 – 56 hours.
- 3.1 single ratio occupation delivery unit in rural area is 1 : 2 500 population and in Urban area is 1: 5 000
- Caseload for social services practitioner (deal with less than 60 cases).
- All service points must have one full time register Social worker and one qualified Auxiliary Social Worker and one child and youth care worker

2.5.2.3 SOCIAL DEVELOPMENT STATUS

Table:27

	Child care & protection services	# of existing ECD Sites	Child protection Organisations	Foster care Grant Beneficiaries	Foster care grant children	Target # of children to be placed in foster care
Bela Bela	2	25	1	423	647	60
Modimolle	1	28	1	396	635	80
Mogalakwena	-	115	2	1 241	1 756	376
Mookgophong	1	20	0	172	254	60
Lephalale	-	49	1	507	769	164
Thabazimbi	1	24	1	258	401	60
Waterberg District	5	261	6	2 997	4 462	800

Source: Statssa, census 2011

2.5.2.4 SOCIAL DEVELOPMENT CHALLENGES

- Fraudulent access of grants by unreliable Proof of residence.
- Lack of submission of death certificates to SASSA for system updates.

2.6 COMMUNITY FACILITIES

2.6.1 EDUCATION FACILITIES

Table:28

TYPE	TOTAL	TOTAL LEARNERS	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
ECD	31 (7 fully registered, 15 conditionally registered and 9 not registered).	1 564	-	7	5	-	1	1	7	-	3	4	1	2
Primary	25	6894	16	1	1	1	1	1	2	-	2	-	-	-
Combined	4	702	3	-	-	1	-	-	-	-	-	-	-	-
High School	4	2387	1	1	-	-	-	-	-	1	1	-	-	-
Private	4	-	1	1	-	1	-	-	-	-	1	-	-	-
GRAND TOTAL	67	10 381	22	10	4	4	3	2	7	2	6	7	0	0

Source: Thabazimbi/Dwaalboom Circuit

Social Analysis is not the competency of the municipality however the municipality is the facilitator.

2.6.1.1 Service Norms and Standards (Education)

- Teachers Learner Ratio:

- Secondary level Ratio: 1 teacher: 35 learners (1/35)
- Primary level Ratio: 1 teacher: 40 learners (1/40)
- Every school should have a feeder zone with a radius of up to 5 km, the total walking distance to and from school may not exceed 10 km.
- Learners who reside outside the determined feeder zone may be provided with either transport or hostel accommodation on a progressively phased and pro- poor basis.
- **The total minimum size for a school site, including sporting fields, is as follows:**
 - A total of 2.8ha for a primary school.
 - A total of 4.8ha for a secondary school.
- Every learner has access to the minimum set of textbooks and workbooks required according to national policy:
 - **Minimum Schoolbag for Grade 6 learner:**
 - ❖ Six textbooks, one each for the six subjects: mathematics, natural sciences, human and social sciences, general studies and two languages being studied.
 - ❖ Six workbooks for the subjects indicated above.
 - ❖ A one – language dictionary (any language).
 - ❖ Ruler, pens (five different colours), pencil, eraser and glue

2.6.1.2 THE NUMBER OF SCHOOL CATEGORIES

The following categories are found in Thabazimbi:

- Quintile 1 & 2
- Quintile 3
- Quintile 4 & 5

2.6.1.3 BACKLOGS REGARDING CLASSROOMS

The following schools have backlog regarding classrooms:

- Deo Gloria Primary in need of six (6) classrooms.
- Groenvlei Secondary in need of five (5) classrooms.

2.6.1.4 SHORTAGE OF SCHOOLS

The following areas are in need of extra schools:

- Apiesdoring need a Primary School.
- Regorogile need a Primary school.
- Thabazimbi Town need: 1 Primary School

1Secondary School

2.6.2 SAFETY AND SECURITY FACILITIES

Table:29

POLICE STATION	NO.	WARDS											
		1	2	3	4	5	6	7	8	9	10	11	12
Thabazimbi	1	-	1	-	-	-	-	-	-	-	-	-	-
Northam	1	-	-	-	-	-	-	-	1	-	-	-	-
Cumberland	1	1	-	-	-	-	-	-	-	-	-	-	-
Hoopdaal	1	1	-	-	-	-	-	-	-	-	-	-	-
Dwaalboom	1	1	-	-	-	-	-	-	-	-	-	-	-
Rooiberg	1	-	1	-	-	-	-	-	-	-	-	-	-
TOTAL	6	3	2	0	0	0	0	0	1	0	0	0	0

2.6.2.1 CRIME CATEGORY STATUS PER CLUSTER

Table:30

Crime Category	Lephalale Cluster	Belabela Cluster	Mahwelereng Cluster	Modimolle Cluster	Thabazimbi Cluster
----------------	-------------------	------------------	---------------------	-------------------	--------------------

CONTACT	All up except Murder, Robbery and assault	All down but high volumes in assault	Assault Robbery up	All up except Murder, assault common	Sexual, robbery common gone up
CONTACT RELATED	Arson gone up	All down but high volumes of Malicious damage	Arson Malicious gone up	Arson ,Malicious damage gone up	All Down
PROPERTY/Thabazimbi	Stock theft gone up	Burglary residential gone up	Theft out of motor vehicles Gone up	Burglary ,Theft out of motor vehicles, Stock theft gone up	Theft out of motor vehicle gone up
CRIME DEPENDENT ON POLICE	Driving under influence gone up	Drug related gone up	Drug related Driving under influence gone up	Drug related gone up	Driving under influence gone up
OTHER SERIOUS	Shoplifting Kidnapping gone up	Commercial Gone up	Thefts not categorized gone up	All thefts not categorized Gone up	Car and truck hijacking gone up
OTHER RELATED WITH ROBBERY	None	Kidnapping	Crimen Injuria	Car and Truck jackings	Public violence Culpable Homicide

Department of Safety, Security and Liaison Limpopo 2011

2.6.3 SPORTS AND RECREATION FACILITIES

2.6.3.1 SPORTS FACILITIES

Service Norms and Standards

- One recreational facility per ward
- One Arts and Culture per Municipality

Table:31

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
------	---------------	-----------------------------------

THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	Hoerskool FrikkieMeyer
		Laerskool Thabazimbi
REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo – Pedi Secondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS NATURE RESERVE	Golf Course 18 holes golf course	Good Condition
NORTHAM	1 Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field 9 hole Golf course	Good Condition
AMANDELBULT/ RETABILE	1 Soccer field 9 hole Golf Course	Good Condition
DWAALBOOM	2 Sport Facilities	
GROENVLEISECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded.
LEEUPPOORT	Driving Range (golf course)	Good Condition

2.6.3.2 Parks

Table:32

TOWN	NUMBER / TYPE	NAME/LOCATION / FACILITIES / CONDITION
THABAZIMBI	4 Active Public Open Spaces	Berg Boegoe Club

		MollieJordaanPark
		Areas along Rooikuitspruit
		Children's Playground
REGOROGILE	08 Public Open Spaces	3 in Regorogile Ext 1, 1 in Regorogile Ext 2 1 in Regorogile Ext 3, 1 in Regorogile Ext 4 and 2 in Regorogile Ext 5

2.6.3.3 Halls

Table:33

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope Hall Ntswe- Tshipe	Agricultural / Landbougenootskap
NORTHAM	Community Hall	
REGOROGILE	2 Community Halls	
KROMDRAAI	Marula Hall	
DWAALBOOM		Agricultural Show ground
LEEUPPOORT	Community Hall	
ROOIBERG	Community Hall	
AMANDELBULT MINE	Rethabile Community Hall	
NORTHAM PLATS MINE	2 Community Hall	
SWARTKLIP MINE	Community Hall	

2.6.3.4 LIBRARIES

Service Norms and Standards

- One (1) library serve 10 000 households

Table:34

TOWN	NUMBER / TYPE	LOCATION / STAFF
THABAZIMBI	1 Municipal Library	2 staff members Serviced by Regional Library
	3 Media Centres at schools	Hoer Skool Frikkie Meyer
		Laerskool Thabazimbi
		Ysterberg Primary School
REGOROGILE	Reading Room	Mabogopedi Secondary School
NORTHAM	1 Municipal Library	1 staff member.
LEEUPPOORT	1 Municipal Library	No officials / Residents operate the Library
ROOIBERG	1 to be erected 1n 2014/15	

2.6.3.5 POST OFFICE AND TELECOMMUNICATION

2.6.3.5.1 COMMUNICATION FACILITIES WITHIN MUNICIPAL AREA

POST OFFICES

Table: 35

TOWN	TYPE & SERVICE	NO. OF POST BOXES	TOWN	TYPE & SERVICE	NO. OF POST BOXES
THABAZIMBI	1 Post Office (Rietbok Str.)	2600 Post boxes	NORTHAM	1 Postal Service	
		1000 rented	NORTHAM PLATINUM	1 Postal Service	
		16 Private Bags	SWARTKLIP	1 Postal Service	

REGOROGILE	Collection point	1000 Post boxes	DWAALBOOM	1 Postal Service	
	Speed delivery service	250 rented	AMANDELBULT	1 Postal Service	
	Courier Services		KOEDOESKOP	Collection point	
			ROOIBERG	Collection point	

2.6.3.5.2. NETWORK INFRASTRUCTURE/ TELECOMMUNICATION

The following major network antennas of service providers are found in the Thabazimbi local municipal area although there is limited cellular coverage in some rural parts:

TELKOM
MTN
VODACOM
Cell C

DERIVED PHONE SERVICES

Table: 36

Telephone in dwelling and cell phone	14 975	At a public telephone nearby	9 306
Telephone in dwelling only	1740	At another location nearby	556
Cell phone only	11880	At another location, not nearby	650
At a neighbour nearby	2176	No access to a telephone	792

2.6.3.6 EMERGENCY SERVICES

2.6.3.6.1 Service Norms and Standards (Emergency Services)

- Fire and rescue respond within 3 minutes.
- 24hrs help desk (Customer care services)

2.6.3.6.2 VEHICLE LICENSING FACILITIES

Table:37

FACILITY	LOCATION/PERSONNEL	FACILITY	LOCATION/PERSONNEL
Testing Ground	Portion 16 Doornhoek	Administration and registration	3 personnel
Roadworthiness' testing stations.	1 Thabazimbi 1 Northam (Private)	Testing of vehicles and licenses	4 personnel
Learners and license testing facility	Erf 1383 X7	Learner licenses	3 personnel

2.6.3.7 FIRE AND RESCUE SERVICES AND DISASTER AND RISK MANAGEMENT

2.6.3.7.1. FIRE STATUS QUO

There is only two fire brigade service located at Thabazimbi and Northam, situated on Portion 16 of the farm Doornhoek. Protection Services Division of the Municipality manages this service. There is 1 vehicle available for this service. Leeupoort has two and Rooiberg has one fire fighting trailers respectively. The fire vehicles and equipment are outdated needs replacement and the District municipality currently procured for the Rapid Intervention Vehicle.

2.9 MUNICIPAL STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

2.9.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT

Table: 38

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Performance reviews – Midyear, annually and quarterly 	<ul style="list-style-type: none"> Public Participation Strategy not in Place 	<ul style="list-style-type: none"> Signed Twinning Agreements 	<ul style="list-style-type: none"> Differences in planning cycles and financial year end between National, Provincial and local govt.

<ul style="list-style-type: none"> ▪ Most of ward committees are functional 	<ul style="list-style-type: none"> ▪ Communication Policy not in place 	<ul style="list-style-type: none"> ▪ Established Special Projects Forums 	<ul style="list-style-type: none"> ▪ Public protests
<ul style="list-style-type: none"> ▪ IGR Structures established 	<ul style="list-style-type: none"> ▪ Separation of powers (Location of Community Participation Programmes) 	<ul style="list-style-type: none"> ▪ Investment opportunities as per sound financial management practices 	
<ul style="list-style-type: none"> ▪ Committed to public participation 	<ul style="list-style-type: none"> ▪ Departments working in silos 		
<ul style="list-style-type: none"> ▪ Establishment of Audit & Performance Audit Committee 	<ul style="list-style-type: none"> ▪ Poor audit reports in locals 		
<ul style="list-style-type: none"> ▪ MPAC established 	<ul style="list-style-type: none"> ▪ Cascading PMS to lower levels 		
<ul style="list-style-type: none"> ▪ Sound relations between administration and council 	<ul style="list-style-type: none"> ▪ Slow implementation of projects (Capital) 		
<ul style="list-style-type: none"> ▪ Follow up of AG and IA issues 	<ul style="list-style-type: none"> ▪ Tracking of council resolutions 		
	<ul style="list-style-type: none"> ▪ Non - Adherence to approved schedule of council and portfolio meetings 		

2.9.2 SPATIAL RATIONAL SWOT

Table: 39

Strengths	Weaknesses
<ul style="list-style-type: none">• Enabling legislation/ regulations in place(eg SPLUMA, LUMS, National Building Regulations)• Good base of key infrastructure in developed towns.	<ul style="list-style-type: none">• Lack of essential planning technological systems(eg GIS).• Unserved proclaimed settlements.• Limited financial resources to secure and proclaim land.• Land Use contraventions and illegal structures/activities throughout the

	<p>municipal area.</p> <ul style="list-style-type: none"> • The current infrastructure capacity does not cope with the growing development.
Opportunities	Threats
<ul style="list-style-type: none"> • Partnership with stakeholders relating to land development. 	<ul style="list-style-type: none"> • Insufficient land suitable for development owned by the Municipality. • Mushrooming of informal settlements.

SWOT ANALYSIS FOR LED

Strengths	Weaknesses
<ul style="list-style-type: none"> • Mine developments boost the local economy. • Enabling legislation and Policies. 	<ul style="list-style-type: none"> • Lack of land affect the SMMEs and housing development negatively. • Current infrastructure capacity does not cope with the growing

	<p>development</p> <ul style="list-style-type: none"> • Poor road linkages towards economic nodes. • Growing gap between developed and emerging farmers. • Limited procurement support to local SMMEs.
Opportunities	Threats
<ul style="list-style-type: none"> • Availability of mineral resources and tourism attractions. • Partnership with stakeholders relating to economic development. • Potential economic participation of land claimants. • Proximity to Gauteng and Botswana. 	<ul style="list-style-type: none"> • Global and national economic slow-down, especially in the mining sector. • Regional and local job losses. • Limited government funding for LED. • Investment reduced by infrastructure limitations.

2.9.3 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT SWOT

Table: 40

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Organizational Structure reviewed Annually 	<ul style="list-style-type: none"> Misalignment of Functions Communication Policy not in place 	<ul style="list-style-type: none"> Skills Levy Grant 	<ul style="list-style-type: none"> Service Delivery hindrance
<ul style="list-style-type: none"> Approved WSP 	<ul style="list-style-type: none"> Failure to do Return on Investment 	<ul style="list-style-type: none"> Improvement on Service Delivery timeously 	<ul style="list-style-type: none"> Poor Service and non-Performance
<ul style="list-style-type: none"> Budgeted positions on the organogram are 92% filled. 	<ul style="list-style-type: none"> Irrelevant submission of trainings to address IDP Objectives 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> High Staff Turnover
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Appointment of Special focus persons (PWD) 		

2.9.4 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENTS

Table :41

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
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<ul style="list-style-type: none"> Committed officials 	<ul style="list-style-type: none"> Poor response to service delivery incidents; disaster mgt plan 	<ul style="list-style-type: none"> Capacitate and train via Disaster Management funding 	<ul style="list-style-type: none"> Environmental disasters; traffic accidents; industrial accidents
<ul style="list-style-type: none"> Private investor opportunities and willingness by institutions to participate and co-fund infrastructure and service delivery 	<ul style="list-style-type: none"> Poor service delivery due to lack of O&M and M&E, aged infrastructure 	<ul style="list-style-type: none"> Growing demand for services and for higher levels of service 	<ul style="list-style-type: none"> Current MFMA requirements regarding municipalities developing on private or leased land
<ul style="list-style-type: none"> Responses to fire and road accident emergencies and natural disasters good 	<ul style="list-style-type: none"> Lack of resources and infrastructure; Shared services create gap in services to communities 	<ul style="list-style-type: none"> Growing demand for services and for higher levels of service 	<ul style="list-style-type: none"> Natural disasters; traffic incidents
<ul style="list-style-type: none"> Disease outbreak response 	<ul style="list-style-type: none"> Lack of Awareness and sensitivity campaign; Apathy of officials; aged infrastructure and lack of resources 	<ul style="list-style-type: none"> Current capacity of officials 	<ul style="list-style-type: none"> Huge occurrence of communicable diseases
<ul style="list-style-type: none"> Implementation EPWP Projects 	<ul style="list-style-type: none"> Sustaining; skilled staff turn over 	<ul style="list-style-type: none"> Job fund 	<ul style="list-style-type: none"> Investors leaving; mines retrenching employees

<ul style="list-style-type: none"> ▪ Coordination PMU unit 	<ul style="list-style-type: none"> ▪ Alignment of Stake Holders priorities 	<ul style="list-style-type: none"> ▪ MIG fund 	<ul style="list-style-type: none"> ▪ MIG formula
<ul style="list-style-type: none"> ▪ Base line infrastructure in place 	<ul style="list-style-type: none"> ▪ O&M budget too low; aged infrastructure; not enough roads + electricity + water + sanitation networks 	<ul style="list-style-type: none"> ▪ Availability of O&M and Capex financing through funding institutions 	<ul style="list-style-type: none"> ▪ pollution of water resources and environment [air]; investors leave
<ul style="list-style-type: none"> ▪ People moving to municipalities 	<ul style="list-style-type: none"> ▪ Not enough RDP houses or middle income housing; Poor service delivery; re-zoning required for high density housing; Land ownership audit 	<ul style="list-style-type: none"> ▪ Investors interested in Local Municipality 	<ul style="list-style-type: none"> ▪ Stripping resources; theft and vandalism
<ul style="list-style-type: none"> ▪ Beneficiation initiated 	<ul style="list-style-type: none"> ▪ Roads; Aged and failing infrastructure; By-laws not promulgated or enforced 	<ul style="list-style-type: none"> ▪ National and provincial and PPP land available – transfer and leasing 	<ul style="list-style-type: none"> ▪ Water resources; land to develop
<ul style="list-style-type: none"> Base line plans in place 	<ul style="list-style-type: none"> ▪ None existent, aged or none Council adopted sector plan 	<ul style="list-style-type: none"> ▪ NDP 	<ul style="list-style-type: none"> ▪ Legislation; By-laws not current

2.10 ENVIRONMENTAL ANALYSIS IN THABAZIMBI LOCAL MUNICIPALITY

2.10.1 LEGISLATIVE FRAMEWORK

- a) The Constitution of South Africa, Act 106 of 1996, Section 24
- b) The National Water Act, Act no. 36 of 1998 [NWA]
- c) The National Environmental Management Act, 1998 (Act no. 107 of 1998) [NEMA]
- d) National Environmental Management Act: Waste Act **2008 (ACT NO. 59 OF 2008) [NEMWA]**
- e) National Environmental Management Act: Biodiversity Act, Act 10 of 2004 [NEMBA]
- f) National Environmental Management Act: Air Quality Act, 2004 (Act no. 39 of 2004) [NEMAQA]

2.10.2 BIOPHYSICAL ENVIRONMENT

The National Environmental Management Act (107 of 1998) was promulgated in order to provide for co-operative environmental governance by establishing principles for decision making on matters affecting:

- The environment,
- Institutions that will promote co-operative governance, and
- Procedures for co-ordinating environmental functions exercised by organs of state.

2.10.3. STATUS QUO REGARDING THE ENVIRONMENT & ENVIRONMENTAL ISSUES

This section provides an overview of the general environmental attributes of the area (i.e. the biophysical environment). Where applicable environmental issues (*Environmental issue: A concern felt by one or more parties about some existing, potential or perceived environmental impact*), are noted

2.10.3.1 CLIMATE & PRECIPITATION

Climatically, the area may thus be described as semi arid. The study area has an approximate Weinert N-value of 5,2 and a Thornthwaite Moisture Index very close to -20. Daily temperatures are warm to hot, with a daily maximum average of 27°C to 33°C, but may reach as high as 45°C. The daily minimum average varies between 8°C and 12°C. The average annual rainfall is approximately 450mm, occurring in the summer as thunderstorms. Rainfall is strongly seasonal, with most rainfall occurring as thunderstorms during the summer period of October to April.

2.10.3.2 GEOLOGY AND SOILS

The sedimentary and chemical sedimentary rocks of the Transvaal Super group generally underlie Thabazimbi area. Diabase dykes and sills locally intruded the sediments of the Transvaal Super group. The area was structurally deformed and this deformation is manifested by the presence of

folding and gentle cross folding that led to the syntaxes of the ridges near Thabazimbi, major east-west oriented thrust faults, smaller scale reverse faults, northwest oriented shear faults and smaller folding.

The Transvaal Super group in the area is subdivided in the chemical sediments of the Chuniespoort Group and the sedimentary and volcanic rocks of the Pretoria Group. The Pretoria Group in the area is comprised of formations, which consist of quartzite and/or shale with the exception of the volcanic Hekpoort Formation. The Rooihooft Formation is normally found at the base, followed upwards by the Timeball Hill, Boshhoek, Hekpoort, Dwaalheuwel, Strubenkop, Daspoort, Silverton, Magaliesberg and Rayton Formations. The geology in the municipality has some of the richest mineral deposits in the world. North of the Magaliesberg the Bushveld Igneous Complex largely dominates the geology. Formations in this complex are extremely rich in minerals and a number of mines have been developed in the area as a result. Platinum, chrome and vanadium mining in particular, are taking place at a large scale. The area mainly consists of sedimentary rock. Soil types of the Crocodile (West) Marico WMA are broadly classified as Moderate to deep sandy loam. Most of the clayey loam soils in particular are highly suitable for commercial agriculture when sufficient water is provided.

2.10.3.3 TOPOGRAPHY/ TERRAIN MORPHOLOGY

The terrain of the municipal area ranges in altitude from approximately 1700 m.a.s.l. to about 900 m.a.s.l. (Where the Crocodile River has its confluence with the Limpopo River). The topography of the eastern parts of the municipality area varies from plains which have a moderate to low relief to more complex lowlands, hills and mountains to closed hills and Mountains with relief varying from moderate to high.

2.8.3.4 GLOBAL WARMING AND CLIMATE CHANGE



Drought - more frequent and severe



Animal death

Shortage of water

Barren land

a) . Background information on climate change

Climate change is a long-term shift in the climate of a specific location, region or planet. The shift is measured by changes in features associated with average weather, such as temperature, wind patterns and precipitation.

Climate change is already a measurable reality and along with other developing countries, South Africa is especially vulnerable to its impacts. South Africa is particularly vulnerable to climate change because of its dependence on climate-sensitive economic sectors, high levels of poverty and the inter-related impacts of HIV/AIDS. The poor typically have limited opportunities and, consequently, are disproportionately affected by the negative impacts of climate change, especially true, as climate change affects sectors upon which the poor depend, namely agriculture, biodiversity, ecosystems and water supplies.

Contaminated aquifers

Desertification

Floods

b). Causes of Climate change

It can be a result of both anthropogenic factors and natural factors.

Issues relating to Climate Change in Thabazimbi:

- Mining
- Waste management
- Governance

Because human beings burn fossil fuels to heat their homes, run their cars, produce electricity, and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming capability of the natural greenhouse effect has been enhanced.

It's the human-induced enhanced greenhouse effect that causes environmental concern, because it has the potential to warm the planet at a rate that has never been experienced in human history.

d). Climate change and its impact on water resources or sector

Because of South Africa's generally arid to semi-arid climate, less than 9% of annual rainfall ends up in rivers, and only about 5% recharges groundwater in aquifers. In addition, rainfall and river flow are unpredictable in time and unevenly distributed in space, with only 12% of the land area generating 50% of stream flows. The main users of surface water resources are agricultural irrigation, domestic, industrial, mining and power generation. Potential demand for water is expected to increase with economic growth, increased urbanisation, higher standards of living, and population growth. Because of the critical importance of water in the South African economy the country has a sophisticated water resources planning capacity, founded on a good understanding of the country's variable rainfall. This planning capacity will be a key capability for adaptation planning under ongoing and future climate change.

Climate change impacts on water in South Africa could exacerbate existing water-related challenges and create new ones related to climate variability, extreme weather events and changing rainfall seasonality. This would affect a wide range of economic sectors and livelihoods and impact on the development of infrastructure into the future, including through water quality-related issues. Projected impacts are due to changes in rainfall and evaporation rates, further influenced by climate drivers such as wind speed and air temperature as well as soils, geology, land cover and topography across South African water catchments.

The broader climate change water quality related impacts include the following and as such government should embrace themselves for the focused impacts.

- Less irrigation and drinking water could be available due to increasing water temperatures linked to higher ambient temperatures.
- Favourable conditions for the incubation and transmission of water-borne diseases may be created by increasing air and water temperatures.
- Increased fish mortality due to reduced oxygen concentrations in aquatic environments and mortality of temperature-sensitive fish species.
- Deterioration in water quality due to increased salt concentrations in dams, wetlands and soil/plant systems from enhanced evaporation rates.
- Human health and ecosystem impacts, associated with increased rainfall intensities, flash floods and regional flooding including overflowing sewers due to sewage pipes blocked with washed-off debris, damage to sewerage infrastructure resulting in raw sewage discharges into rivers, scouring and erosion of urban streams, increased sediment and pollutant overflow and damage to low lying water and wastewater treatment works disrupting drinking water supplies.

- Increased periods of drought mean less water is available to dilute wastewater discharges and irrigation return flows resulting in reduced water quality and associated downstream health risks to aquatic ecosystems.

The effects of extreme changes in runoff due to climate change include the following:

- Increased erosion and sedimentation, causing loss of fertile topsoil and reductions in the fertility and quality of agricultural produce as well as disruptions in aquatic ecosystems.
- Increased transportation of water pollutants (petroleum and hazardous substances/chemicals, herbicides, fertilisers and sediments) through surface water, groundwater and soil systems leading to human health risks, contamination of drinking water, ecosystem disturbance and aesthetic impacts on water resources.
- Increased flooding or drought, resulting in loss of life, livelihoods and assets, damage to infrastructure, contamination and/or limitation of water supplies, loss of crops, and community displacement.

There is a need to explore the socio-economic implications of a range of possible climate-water futures to inform key decisions in development and adaptation planning in South Africa in order to build the climate resilience of vulnerable communities and groups. International mitigation action could sharply reduce uncertainty relating to changes in hydrology and water supply in South Africa, in particular, Thabazimbi local municipality.

e). Climate change and its impact on Biodiversity

Biodiversity is crucial to ecosystem health, and healthy ecosystems are central to human well-being. Healthy ecosystems interlinked with working landscapes and other open spaces form the ecological infrastructure of the municipality or the country at large and are the foundation for clean air and water, fertile soil and food. All South Africans depend on healthy ecosystems for economic and livelihood activities, including agriculture, tourism and a number of income generating and subsistence level activities. These natural ecosystems are currently under pressure from land use change and related processes causing degradation, as well as invasive alien species. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO₂ and changing rainfall patterns) is exacerbating these existing pressures.

Well-functioning ecosystems provide natural solutions that build resilience and help society adapt to the adverse impacts of climate change. This includes, for example, buffering communities from extreme weather events such as floods and droughts, reducing erosion and trapping sediment, increasing natural resources for diversifying local livelihoods, providing food and fibre, and providing habitats for animals and plants which provide safety nets for communities during times of hardship. Sustainably managed and/or restored ecosystems help in adapting to climate change at local or landscape level.

Indigenous bird species (for example) are used as potential indicators of climate responses for several reasons. They are highly mobile and sensitive to changes in habitat and climate, for example, certain bird species are sensitive to changes in vegetation structure (e.g. woodland versus grassland species), and some would show behavioural responses to changes in temperature and rainfall. It is very much important to conserve the biodiversity within the municipal jurisdiction so to contemplate the survival and thriving of life in these changing climatic conditions.

f). Climate change and its impact on Human Health

Health risks in South Africa that climate change would aggravate over the next few decades include heat stress; vector-borne diseases (such as malaria, dengue fever and yellow fever); extreme weather events; air pollution; communicable diseases (such as HIV/AIDS, TB and cholera), and non-communicable diseases (such as cardio-vascular and respiratory diseases). Climate change could also have deleterious effects on mental and occupational health, and its adverse impacts would be worsened by food insecurity, hunger and malnutrition.

Potential health impacts from climate change may result from direct exposures, such as extreme temperature and precipitation, storms, cyclones and other extreme weather events; and indirect exposures, such as worsening air pollution and increasing pollen production. Over time, a changing climate would also lead to changes in the distribution of vectors of disease. A critical indirect constraint may emerge through detrimental impacts on the agricultural sector leading to food shortages and malnutrition. Ecosystem changes could also lead to loss of ecosystem goods and services that currently support healthy environmental conditions. Finally, social and economic disruptions resulting from climate change impacts could have implications for mental health and well-being.

South Africa's National Climate Change Response Policy has advocated the following adaptation measures for reducing the impacts of climate change on human health: reducing certain criteria pollutants (PM, ozone and sulphur dioxide); developing and strengthening existing public awareness campaigns; developing heat-health action plans; improving biosafety; developing a spatial and temporal health data capture system; and integrating food security and sound nutritional policies into all adaptation strategies.

g). Climate change and its impact on the Agricultural sector

Projected climate change impacts under an unconstrained emissions scenario are generally adverse for a wide range of agricultural activities over the next few decades, but with some exceptions. Adverse impacts are projected for key cereal crop production, high value export agricultural production and intensive animal husbandry practices, but positive impacts are projected for some tropical crops. Deleterious impacts would also be felt through increases in irrigation demand and in the effects of agricultural pests and diseases. With strong international mitigation responses (i.e.

under a constrained/mitigated emissions scenario) and with the implementation of appropriate adaptation responses these adverse impacts could be reduced – with large avoided damages.

h). Adaptation interventions important to the agriculture sector in municipalities include the following:

- Sustainable water resource use and management including catchment management.
- Maintenance and climate-resilient restoration of ecosystem services.
- Sustainable farming systems including integrated crop and livestock management.
- Community-based forestry and diversification of livelihood skills.
- Climate resilient forestry options.
- Climate advisory services and early warning systems for extreme weather events.
- Fire mitigation including burning fire breaks and reactive fire fighting.
- Climate change integrated into agricultural curricula.
- Integrated water use planning.
- Integrated, simplified and unambiguous policy and effective governance systems.
- Sustainable urban expansion including, where possible, ecosystem-based solutions.
- Awareness, knowledge and communication on climate change and adaptation.

The impacts of climate change cuts across different spheres of planning and therefore there is a need to holistically plan the adaptation and the mitigation strategies of such impacts. The underlying anthropogenic factors leading to climate change should therefore be adequately addressed

2.10.4 AIR QUALITY

In Waterberg, the air quality hot spots are Lephalale, Mogalakwena and Thabazimbi. Waterberg and Bojanala are declared priority areas in terms of air quality.

Air pollution: Due to high level of mining around the area there is high level of air pollution within the area.

Table:42

Municipality	Industrial emission	Domestic fuel during	Vehicle omissions	PM10	S02	No2
Lephalale	95.9%	19.1%	24.1%	86.2%	95.4%	94.3%
Bela - Bela	0.0%	4.8%	17.0%	0.4%	0.02%	1.0%

Mookgophong	0.0%	3.5%	6.1%	0.2%	0.01%	0.3%
Thabazimbi	3.6%	10.9%	28.1%	0.8%	4.5%	1.6%
Mogalakwena	0.4%	52.0%	13.2%	11.7%	0.05%	2.2%
Modimolle	0.0%	9.6%	11.4%	0.6%	1.8%	0.6%

Source: *WDM Air Quality Management Plan*

Note: Waterberg District Municipality has a Draft Air Quality by- law which is currently undergoing public participation

2.10.5 AGRICULTURE AND FORESTRY

Agricultural land is considered to be prime or unique if it meets all requirements for cultivation purposes as stipulated in Act 43 of 1983, and is:

- under permanent irrigation, or
- can be classified into one of the soil forms and families as listed per the 1: 50 000 map sheets; and
- the effective soil depth is equal to or greater than the minimum as listed per the 1:50 000 map sheets and
- the average topsoil clay content falls within the limits as listed per the 1: 50 00 map sheets.

According to the Department of Agriculture's web site (Agricultural Geo-Referenced Information System - "AGIS") the following definitions are applicable to the terms used:

"agricultural"	means land zoned for agricultural use;
"arable"	means land that can produce crops requiring tillage; land so located and constituted that production of cultivated crops is
"effective soil depth"	means the depth of soil material that plant roots can penetrate readily to obtain water and plant nutrients; the depth to a layer that differs sufficiently from the overlying material in physical or chemical properties to prevent or seriously retard the growth of roots;
"permanent irrigation"	Means the availability for, and regular artificial application of, water to the soil for the benefit of growing crops. Application may be seasonal.
"high potential agricultural land"	means the best available, primarily from the national perspective, but with allowance of provincial perspectives; land best suited to, and capable of, consistently producing acceptable yields of a wide range of crops (food, feed ,forage, fibre and oilseed), with acceptable expenditure of energy and economic resources and minimal damage to the environment (and is available for these uses);

“soil form”	means the highest category in the South African soil classification system; soil forms are defined in terms of kind and sequence of diagnostic horizons; the soil form implies ,inter alia, physical and hydrological properties which provide an indication of land-use possibilities and constraints; In the 1991 Edition, titled “Soil Classification: A Taxonomic System For South Africa”, 73 soil forms are recognized;
“soil family”	means a defined subdivision of a soil form representing a greater degree of uniformity than the form itself;
“topsoil clay content”	means the average percentage clay-sized material (<0.002mm) in the uppermost part of the soil; that is, the part ordinarily moved in tillage, or its equivalent in uncultivated soils, ranging in depth from about 100 to 300 mm; frequently designated as the “plough layer” or the “A horizon”;
“unique agricultural land”	means land that is or can be used for producing specific high-value crops. It is usually not prime, but important to agriculture due to a specific combination of location, climate or soil properties that make it highly suited for a specific crop when managed with specific farming or conservation methods. Included is agricultural land of high local importance where it is useful and environmentally sound to encourage continued agricultural production, even if some ormost of the land is of mediocre quality for agriculture and isnot used for particularly high-value crops.

2.10.6 HERITAGE SITES, NATURAL WATER BODIES AND WETLANDS

2.10.6.1 HYDROLOGY

The Crocodile (West) Marico water management area is divided into six sub-areas by the Department of Water Affairs and Forestry for water resources planning purposes. The delineation was largely based on practical considerations such as size and location of sub-catchments, homogeneity of natural characteristics, location of dams, and economic development. The Thabazimbi municipality area is situated in the “Lower Crocodile Water sub-management area”. This sub-management area represents the remainder of the Crocodile River catchment, downstream of the confluence with the Elands River. The river flows in a north/north-westerly direction until the confluence with the Marico River. After the confluence the river is known as the Limpopo River. The Lower Crocodile River has two large tributaries, namely the Sand River and the Bierspruit which join the Crocodile River west of the town of Thabazimbi. Irrigation is the dominant water demand in this sub-area.

2.10.6.2 AQUATIC ECOLOGY

The River Health Programme (RHP) was initiated in 1994 in response to the need to monitor, assess and report on the ecological state of river ecosystems based on their biological condition in relation to all the human-induced disturbances affecting them. The Department of Water Affairs and Forestry, as the legal custodians of water resources in South Africa, has played the leading role in initiating and designing the RHP. The RHP makes use of a suite of ecological indicators that have specifically been selected for their

ability to integrate the impact of multiple disturbances on the state of rivers. A river health categorization is used to provide a simplified user-friendly key to a much more intricate and complex process of assessing the Eco-Status of a river. Each river health category relates to a level of ecosystem health, which in turn relates to the potential of the river to support a particular range of ecosystem services.

The overall EcoStatus of the Crocodile (West) Marico WMA is POOR. Some parts of the WMA are still in good to natural condition (see Table below for more information). These are found primarily in the headwaters of catchments with very little development and human impact. There are a number of management responses that have been identified - some of these need to focus directly on the riparian zone and instream habitat, some need to be addressed at the catchment level and others are directly related to water use and quality.

2.10.6.3 FLORA

According to Low and Rebelo's (1998) vegetation map of South Africa, the study area is dominated by the Mixed Bushveld vegetation type. The vegetation found here varies from dense short bushveld to a more open tree savanna. This vegetation type is found in areas where the rainfall varies between 350 and 650 mm/a and the altitude comprises low relief plains at an altitude range of 700 to 1000 m.a.s.l.

The northern parts of the municipal area is dominated by Mixed Bushveld, Sweet Bushveld and Mopane Bushveld vegetation types. The central and western parts are dominated by Mixed Bushveld, while North-eastern Mountain Grassland and Mixed Bushveld vegetation types are found in the eastern parts. According to Acocks (1975) the Mixed Bushveld type comprises various variations and transitions. Within this veld type, Irvine recognizes two main variations namely:

- Combretum apiculatum Veld. The bush consists of small trees, quite dense and sometimes almost scrub-forest.
- Mixed Terminalia-Dichapetalum Veld, occupying the sandy plateau between the Matlabas and Mogol Rivers, the sandy northern, western and eastern slopes and valleys of the Waterberg, extending along the Crocodile-Elands valley and along the sandy ridge which bisects the Springbok Flats, with outliers at Zebediela, in the Olifants River valley in the Groblersdal district and along the northern foot of the eastern part of the Soutpansberg.

2.10.6.4 FAUNA

The red data list of mammals that could potentially occur on areas that are to be developed within the study area, is provided below.

Common name and Botanical name

Samango monkey *Cercopithecus mitis labiatus*

Leopard *Panthera pardus melanotica*
African civet *Civettictis civetta australis*

Rare

Meller's mongoose *Rhynchogale melleri langi*

Endangered Roan Antelope *Hippotragus equinus equinus*

Honey badger *Mellivora capensis capensis*

African Wild Cat *Felis lybica cafra*

Vulnerable

Antbear *Orycteropus afer afer*

2.10.6.5 SENSITIVE ENVIRONMENTS/AREAS

In the context of this study, *sensitive environments/areas* comprise areas and/or features that are important from a natural (conservation), economic and cultural perspective. By identifying these due action can be taken so as to ensure that environmental sustainability, health and safety are not compromised, and that natural and cultural resources (as well as economically viable resources), are not endangered. The following environments are normally seen as sensitive environments:

- Areas within the natural floodplains of streams or rivers
- Wetlands and pans
- Heritage/Archaeological sites
- Mountains, ridges and koppies
- Officially proclaimed nature conservation areas, botanical gardens, conservancies, bird sanctuaries and a 100m buffer zone around such areas
- Areas where Red Data species are known to occur (including a 270m buffer zone around such)
- Historical sites as proclaimed by the National Monuments Act or the National Heritage Resources Act no. 25 of 1999
- Cultural features (graveyards, historical sites, place of worship)
- High potential farmland
- Private conservation areas & nature reserves (mainly due to the positive contribution they make towards conservation & eco-tourism).

2.10.6.6 RIVERINE SYSTEMS & RIPARIAN ZONES

The riparian zone is an important ecological link between the river and the terrestrial component of a catchment. In addition it provides a necessary buffer between the river itself and any potential impacts that might originate from within the catchment. The protection of the riparian zone should be a management priority, where management responses should include;

- The minimisation of future development within the riparian zone, and

- Control and management of existing activities that occur within the riparian zone, such as grazing, sand winning and mining.

All these activities change the structure and functioning of the riparian zone – sometimes irreversibly. It is therefore not only the responsibility of the municipality but also landowners; farmers; developers; rural communities and various government departments to ensure the integrity of the riparian zone. The conservation status of a river is defined as an assessment of the degree to which it has been modified from its hypothetical natural state. The main problems at the Crocodile river, are related to;

- Stream bank erosion,
- The removal of riparian vegetation,
- Nutrient loading,
- Catchment erosion, and
- Riverbed modification due to the accumulation of sediment.
-

These factors can predominantly be related to agricultural practices. Riparian Zone Habitat Integrity and Riparian Vegetation Integrity considers the severity of impacts on riparian features such as the modification of the volume of water, a change in the flow regime (i.e. natural flow patterns), channel modification, water quality, reduction in vegetation and invasion by alien plants. All of these impacts on the natural riparian habitat features of the Crocodile river. The wetlands of the Crocodile (West) Marico WMA occur in a variety of biomes contributing to a rich diversity of wetlands in terms of setting, type, biodiversity and extent. Irrigation occurs mostly in the Crocodile catchment especially immediately downstream of Hartbeespoort Dam but also further downstream, south of Thabazimbi as well as along the mainstem of the Crocodile River.

The integrity of the instream habitat is vital for maintaining biota and a healthy river system. Aquatic flora and fauna are often highly specific in terms of their habitat preferences, for example the depth of the water, type of bottom substrate and velocity of flow. Instream flow patterns are often affected by impoundments which alter the variability and quantity of flows.

2.10.6.7 NATURE RESERVES AND CONSERVANCY AREAS

Development in and in close proximity to private conservation areas & nature reserves should be done very carefully so as not to impact negatively upon them (mainly due to the positive contribution they make towards conservation & eco-tourism).

Marakele & the Waterberg Biosphere Reserve:

The UNESCO Waterberg Biosphere Reserve area constitutes a core area (devoted to long term protection, according to the conservation objectives of the biosphere reserves), a buffer zone surrounding or contiguous to the core area (where only activities compatible with the conservation objectives can take place), and an outer transition area where sustainable resource management practices are promoted and developed. There are currently five core areas in the Waterberg Biosphere Reserve, of which only one, Marakele, is proclaimed a National Park. Apart from tourism and

hunting, mixed farming practices such as cattle and game farming, are found on some of the buffer zone farms. Other activities within the buffer zone include a number of extensive environmental education programmes currently conducted by the Wilderness Trust of Southern Africa –Lapalala.

2.10.6.8 SPATIAL AND ENVIRONMENTAL MANAGEMENT

In Thabazimbi Municipal Area distinct functional zones, which consists of a range of features that clearly distinguishes it from the other zones and include the following:

- **URBAN ZONE:** typical urban activities dominate to the exclusion of other activities. The focus is around Thabazimbi Town, Northam and Rooiberg
- **RURAL ZONE:** has many elements of the estate or gated communities zone but differs to the extent that it includes very clearly defined agricultural activities in the form of subsistence farming. The rural zone also consists of a large number of small settlements of varying density. These settlements are not functionally linked and exist largely independent of each other with farming different activities.
- **MINING ZONE:** is defined by virtue of the ore bodies and reefs that can potentially be mined. It is basically determined by a single factor and is in many instances in conflict with other land uses.

Mining Activities

The Limpopo Province generates only about 6% of the total number of job opportunities in this sector in South Africa. The local mining industry is mainly based on platinum. The availability of platinum and Coal resources in Thabazimbi is abundant.

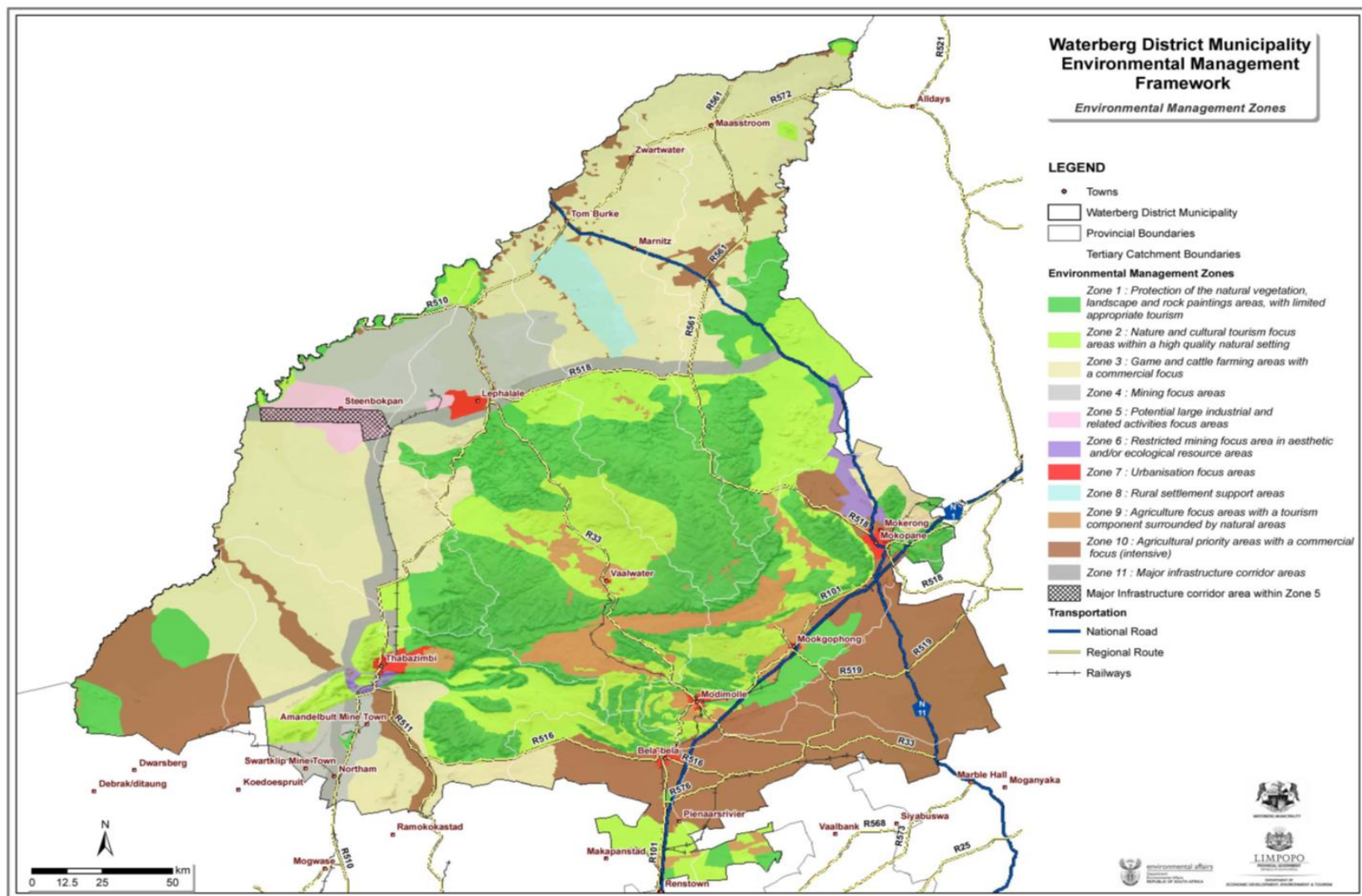
AGRICULTURAL ZONE: has two (2) major zones

(i) **Crop farming zone** which describes the areas with high potential for intensive agricultural activities. These areas are unlimited in the municipal area and occupied 90% of the Local Municipal Jurisdiction.

(ii) **Ranching zone** is dominated by low intensity cattle and game ranching activities. This zone cover major parts of the municipal area and very

often co-exists of overlaps with conservation activities.

CONSERVATION ZONE:The area is exclusively used for conservation orientated activities to the exclusion of most other activities. There are a substantial number of proclaimed conservation areas in the municipal area as well as a direct link into the Waterberg biosphere (see the Waterberg District EMF functional zone map below)



Conservation Areas

From a biodiversity management and conservation planning perspective, protected areas are key for meeting a number of objectives, including conservation targets for protecting representative portions of vegetation and habitats, linking landscapes, providing economic benefits, ensuring a continued supply of ecosystem goods and services and providing refugia for threatened organisms. According to the Convention on Biodiversity, “they constitute an important stock of natural, cultural and social capital, yielding flows of economically valuable goods and services that benefit society, secure livelihoods, and contribute to the achievement of Millennium Development Goals. Moreover, protected areas are the key to buffering unpredictable impacts of impending climate change.”

2.10.7 NATURAL ENVIRONMENTAL IDEAL TO SUPPORT ECOTOURISM DEVELOPMENT

Waterberg Biospheres and **Game Farming** – Biospheres are environmentally unique areas which can be negatively affected by human activities that physically change the environment. The biospheres identified are therefore sensitive to urban, rural and mining activities but provide opportunities for ranching and conservation activities.

2.10.7.1 GOOD GOVERNANCE

THE GREEN MUNICIPALITY FOR SUSTAINABLE DEVELOPMENT

The Municipality participated in the Greenest Municipality Competition (GMC) since 2009 and the GMC is an environmental programme with a broad focus on environmental management, sustainable development and service delivery. GMC has 6 core elements which are waste management, energy efficiency and conservation, waste management and conservation, Landscaping, tree planting and beautification, public participation and community empowerment and leadership and institutional arrangement.

2.10.8 ENVIRONMENTAL CHALLENGES

OVERGRAZING

Thabazimbi Local Region has 90% of grazing land which consists of 50% cattle farming and 40% game farming. Both types of farming are herbivorous types of animals and they require vegetation such as grass land for food consumption. Due to high population numbers of these animals in the Municipal Region and the land coverage of the farming type, overgrazing becomes a prompting challenge that result to severe soil erosion and

water runoff in rainy seasons. Due to the challenges of continuous soil erosion and water runoff through flooding, land degradation in Thabazimbi Region is very high and is a long term environmental management challenge.

VELD FIRES

Due to high temperatures in the Municipal region, Thabazimbi is very hot in summer season. The highest temperature is +_40 degrees celcius. Due to high temperatures in the Municipal natural region, veld fires occur. Methane gases that are produced by mining activities and unrehabilitated mining areas also become the source of fire hazards when the heat temperature is very high. Due to this reason the Municipality of Thabazimbi formed a Veld Fire Team that fight veld fires.

CHEMICAL SPILLS AND HAZARDOUS ACCIDENTS (INFORMAL SETTLEMENT)

Due to mining that occurs in Thabazimbi Local Municipality transportation of hazardous chemicals and abnormal mining machinery result to accidents of chemical spillages and hazardous accidents. Hence the Waterberg District Municipality has a disaster management function that manage such accidents and spillages on behalf of the Local Municipality.

DEFORESTATION

Cutting of Sekelbos Trees for firewood in the Municipal region is an uncontrollable challenge. Cutting down of such trees lead to deforestation and soil erosion. However the areas of deforestation occurs in private land zone and the Municipality does not have control over the land. Hence environmental enforcement is rather impossible; the only government intervention could be through education and awareness of communities both in town and in farms.

WATER QUALITY

Most of the farms rely on borehole s / bulk storage for water provision. Mining and industrial activities affect the underground water quality through leachate of mining chemical and use of pesticides for crop farming.

LAND DEGRADATION

In the municipal area, land degradation is prevalent due to the following reasons: Deforestation, degradation of the natural vegetation caused by overgrazing and poor cultivation methods more especially in high lying areas. Lack of or inadequate land cover exacerbates the rate of soil erosion and the development of dongas. Uncontrolled sand mining also contribute immensely in the development of dongas. High level of agricultural activities near the riparian zone is also an issue of concern.

ALIEN PLANT INVASION

The presence of alien plant species throughout the municipal area also pose a threat to indigenous flora and natural water resources, as in most instances aliens are prevalent near or in the riparian vegetation. The parks department of the municipality need skills and expertise to address the

challenge, however collaboration with other relevant sector departments is important to get financial support and more advanced professional training that will create jobs.

ENVIRONMENTAL POLLUTION

The most two form of pollution that impacts the municipal area includes the following: Land pollution and air pollution. Land pollution is one of the gravest kinds of pollution. Causes of land pollution encompass lot of things that include but not limited to the following; overuse of pesticides and chemical fertilizers, desertification, mining, inefficient and / or inadequate waste treatment, landfill, litter, etc. Many of these are unavoidable; however, definitely the severity of these actions in terms of the effects they have on the land can be reduced by taking appropriate and adequate corrective measure. For example, the amount of litter produced can be hugely reduced if we all strictly say NO to plastic. The key here is to conduct a thorough EIA - Environmental Impact Assessment. Land pollution has a negative effect on the climate, species composition, and biodiversity at large.

Air pollution is caused by a wide variety of things. The earth is great at cleaning the air on its own. However, air pollution has grown so much; the earth can no longer clean all of it. This is starting to have adverse effects on the environment such as causing acid rain, smog and a wide variety of health problems. The primary source of air pollution in the study area is the mining activities and the industries present. Burning of fuel wood in rural area is another contributing factor to the problem of air pollution

2.9 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

Thabazimbi SDF was reviewed and adopted by Council in 2015. Its purpose is to provide a general direction to guide spatial decision-making and action over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system. The review process of the IDP takes great cognizance of the SDF principles and guidelines.

The reviewed SDF document gives effect to the principles of land development as well as setting out objectives that reflect the desired spatial form of the Municipality. It identifies programmes and projects for the development of land within the Municipal area. This Framework is adequately aligned to the Waterberg District SDF, and it also takes consideration of the SDFs for the neighbouring Municipalities, which are Belabela, Lephalale and Moses Kotane(in North West).

2.10 CONCLUSION

- Municipality experience fast population growth for the period between 2001 and 2011.
- Majority of population is aged below 35 years.
- Majority of population is age between 15 and 64 with males in the majority
- Blacks are in the majority, followed by whites.

- More male blacks than female blacksThe 8 412 household are indigents and entitled for free basic services.
- The above table shows that there is an improvement in terms of salaries.
- A decrease in unemployment.
- An increase is commensurate to the Consumer Price Index (CPI) of 5% in 2001 through to 50% over the years in 2011.
- Majority of household earn between R3 201

CHAPTER 3: STRATEGIC CONTEXT

3.1 INTRODUCTION

This chapter indicates and demonstrates how strategies and programmes are aligned to National and Provincial Development Objectives and Programmes

3.2 HIERARCHY OF PLANS

3.2.1 NATIONAL, PROVINCIAL AND LOCAL MUNICIPAL ALIGNMENT

The NDP, Local Government Manifesto, 14 Government Outcomes, 8 MDG, LEGDP, MTSF, WDM Strategies, Community Priorities and Thabazimbi Strategies should be aligned so that a common strategic path is followed and there are complementarities in the way resources are allocated and in the way delivery occurs.

Table:43

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
Economy and employment	Decent work and	Decent employment	Develop a global	Create decent work and sustainable	Speed up economic	To ensure optimal	SMME developme	Ensure economic

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENNIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
	sustainable livelihoods	through inclusive growth Since 1994,	partnership for development	livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes	growth and transform the economy to create decent work and sustainable livelihoods	utilisation of space economy (potential)	nt	growth
Education, skills and innovation	Education	Quality basic education	Achieve universal primary education	Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes.	Building of a developmental state including improving of public services and strengthening democratic institutions	To attract, develop and retain human capital	Leadership	Attract, develop and retain human capital

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENNIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
Economic infrastructure					Programmes to build economic and social infrastructure			
Citizen safety		All people in South Africa are and feel safe						
Social protection		A long and healthy life for all South Africans	Promote gender equality and empower women	Give specific attention and allocate sufficient resources to the high-priority challenges of: <ul style="list-style-type: none"> Regional Co-operation. Sustainable Development and Climate Change 		Improving financial viability	Refuse Removal	Enhance financial viability and accountability
Health	Health	A comprehensive, responsive and	Improve maternal health		Improve the health profile of society	Centralized developm		Forward Planning

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENNIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
		sustainable social protection system				mental planning and implementation		
.		A skilled and capable workforce to support an inclusive growth path	Reduce child mortality				Water	Resource manages infrastructure and services for access and mobility
Rural economy	Rural development, food security and land	An efficient, competitive and responsive economic infrastructure network	Combat Hiv/Aids, malaria and other diseases		Building of cohesive, caring and sustainable communities	Effective asset management for safeguarding & optimal utilisation of council assets		Promote community involvement
Transition to a low carbon		Vibrant, equitable,	Ensure environment		Comprehensive rural	To develop &		Ensure effective

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENNIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
economy		sustainable rural communities contributing towards food security for all	ent sustainability		development strategy linked to land and agrarian reform and food security	implement integrated management & governance systems		communication
Spatial settlement planning		Sustainable human settlements and improved quality of household life			Intensify the fight against crime and corruption	Facilitate the review of powers and functions to obtain self-sustainability of the municipalities		Develop & implement integrated management & governance systems
South Africa in the region and the world		Responsive, accountable, effective and efficient local government	Eradicate extreme poverty and hunger		Ensure sustainable resource management and use	Resource management infrastructure and service for access and		Promote the well-being of all communities

NATIONAL DEVELOPMENT PLAN	LOCAL GOVERNMENT MANIFESTO	14 GOVERNMENT OUTCOMES	8 MILLENNIUM DEVELOPMENT GOALS	LIMPOP EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	WATERBERG DISTRICT STRATEGIES	COMMUNITY PRIORITIES	THABAZIMBI STRATEGIES
						mobility		
Fighting corruption.	Fight against crime and corruption	Protect and enhance our environmental assets and natural resources				To empower the community and instil sense of ownership of development		
A capable state.		Create a better South Africa and contribute to a better Africa and a better world						
		A diverse, socially cohesive society with a common national identity						

3.3 TLM STRATEGIC DIRECTION

The Municipal Systems Act, 2000 (Act No. 32 of 2000) prescribes that municipalities should determine a vision for long-term development, development objectives for the elected term of the council and development strategies which are to be aligned with national and provincial sector plans and planning requirements.

MISSION

“TO PROMOTE, CO-ORDINATE, IMPLEMENT THE FINANCIAL AND ENVIRONMENTALLY SUSTAINABLE GROWTH AND DEVELOPMENT OF THABAZIMBI WITH A DIVERSIFIED AND VIABLE ECONOMY THAT PROVIDES AN ENVIRONMENT AND SERVICES THAT BENEFIT ALL”

VISION

“TO BE THE LEADING MUNICIPALITY OFFERING QUALITY SERVICES IN THE MOST ECONOMIC, AFFORDABLE, EQUITABLE AND SUSTAINABLE MANNER”

CORE-VALUES

- | | |
|---|--|
| <i>1. Dedication and Perseverance</i> | <i>6. Commitment and Positive Attitude</i> |
| <i>2. Accountable Leadership and Transparency</i> | <i>7. Teamwork and Loyalty</i> |
| <i>3. Integrity and Honesty</i> | <i>8. Healthy Communication</i> |
| <i>4. Mutual respect and Tolerance</i> | <i>9. Embracing Batho Pele</i> |
| <i>5. Customer Service</i> | |

3.3 KEY HIGHLIGHTS OF SONA AND SOPA

SONA (The nine point plan consists of:)	SOPA
a. Revitalisation of the agriculture and agro-processing value-chain;	<ul style="list-style-type: none"> ▪ Our government will commit more resources towards skills development and job creation
b. Advancing beneficiation adding value to our mineral wealth;	<ul style="list-style-type: none"> ▪ More emphasis will be on technology, integration of digital systems and zero wastage in line with this much-talked about
c. More effective implementation of a higher impact Industrial Policy Action Plan;	<ul style="list-style-type: none"> ▪ The youth empowerment programmes and policies are mainstreamed throughout the government departments and municipalities
d. Unlocking the potential of SMME, co-operativeness, township and rural enterprises;	<ul style="list-style-type: none"> ▪ Limpopo Development Plan indicated is underpinned by 10 high-level targets to be attained by 2020.
e. Resolving the energy challenge;	<ul style="list-style-type: none"> ▪ Mining has also become a driver of growth in many strategic economic sectors such as manufacturing and financial services, and it must therefore be central in the development of our industrialisation strategy.
f. Stabilising the labour market;	<ul style="list-style-type: none"> ▪ As a province, we are directly affected by this reduction in demand because we are the primary exporter of these commodities. This drop in demand will negatively impact on our LDP average growth target of 3%.
g. Scaling-up private-sector investment;	<ul style="list-style-type: none"> ▪ According to the Stats SA Labour Force Survey, Limpopo has created 147 000 jobs in the year 2015. In the third quarter of 2015 alone, we have created no less 59 000 jobs.
h. Growing the Ocean Economy;	<ul style="list-style-type: none"> ▪ Whilst we are much better as compared to the national average of 25%, the rate of unemployment in our province remains unacceptably high at 18.9%.

i. Cross-cutting Areas to Reform, Boost and Diversify the Economy;	<ul style="list-style-type: none"> ▪ We have also reduced dependency index from 8 (eight) in 2006 to 6 (six) in 2014
i. Science, technology and innovation	<ul style="list-style-type: none"> ▪ This R1.65 billion investment was for a Mamba Cement Manufacturing Company in Thabazimbi. It created 231 permanent jobs and 550 temporary jobs
ii. Water and sanitation	<ul style="list-style-type: none"> ▪ Investment worth R38,8 billion for the establishment of a South African Energy Metallurgical Base Project in the Musina Special Economic Zone.
iii. Transport infrastructure	<ul style="list-style-type: none"> ▪ Waterberg as a catalyst, Medupi Unit 6 achieved commercial operation last year in August.
iv. Broadband rollout	<ul style="list-style-type: none"> ▪
v. State owned companies.	<ul style="list-style-type: none"> ▪

3.5 KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY AREAS

Table: 45

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	PRIORITY/ FUNCTIONS	12 THABAZIMBI PRIORITIES	PRIORITY NUMBER
Spatial Development	To ensure sustainable Spatial Development with integrated human settlement	Town Planning Building Control	Human Settlements	2
Local Economic Development	To ensure a better life for all communities through local economic development and job creation.	Local Economic Development	LED	8
Basic Services and Infrastructure Development	To ensure provision of appropriate level of basic services and the required infrastructure to effectively manage community needs	Water	Water and Sanitation	1
		Sanitation		
		Electricity	Electricity	3
		Roads and Stormwater	Transport, Roads and Storm water	5
		Solid Waste Management and Environment	Solid Waste and Environment	4
		Public Services	Social Development and Health -	10
		Public Safety	Safety and Security	11

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	PRIORITY/ FUNCTIONS	12 THABAZIMBI PRIORITIES	PRIORITY NUMBER
		Sports & Recreation facilities	Sports, Arts and Culture	12
		Parks		
		Cemeteries		
		Housing	Human Settlements	2
		Disaster Management	Disaster Management	9
Financial Viability and Management	To ensure a compliant, sustainable and financially viable municipality with ability to fulfill its statutory responsibilities	Income	Institutional Development and Financial Viability	7
		Expenditure		
		Supply Chain Management and Asset Management		
Good Governance and Public Participation	Achieving and promoting good governance, transparency and community participation.	Public Participation and Communication	Public Participation and Communication	6
		IDP		
		PMS		
		Internal Auditing and Risk Management		
		Mayoral Outreach		
		Special Programme		
		Youth Development		
Municipal Transformation and Organizational Development	To provide effective, efficient and transformed human capital	HRM	Institutional Development and Financial Viability	7
		HRD		

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	PRIORITY/ FUNCTIONS	12 THABAZIMBI PRIORITIES	PRIORITY NUMBER
		Council Support and Administration		
		ICT		
		Contracts and Legal Services		
		Fleet Management		

CHAPTER 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.1 INTRODUCTION

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realized through the existing cordial and productive relationship between the administration, political structures, political office bearers of council and the community at large

4.2 PUBLIC PARTICIPATION AND COMMUNICATION

The constitution stipulates that one of the objectives of municipalities is to encourage the involvement of communities and community organizations in the matters of Local Government. The white Paper Local Government (WPLG) emphasizes the issue of public participation. It goes into some detail on how to achieve public participation and of the role Local Government has play to ensure the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. TLM has adopted a Communication Strategy.

Mechanisms and procedures for stakeholder participation

4.2.1. PRINT AND ELECTRONIC MEDIA

The following is done to ensure widespread and conducive stakeholder participation

- Media such as the local newspaper, radio stations, municipal news letter etc. are utilized to inform the community and stakeholders of council's intention to embark on the IDP process
- Council committee and IDP Technical committee are requested to identify a list of possible stakeholders
- All messages/information is conveyed in language/s understood by the General Community

- The correct venues and times for public meetings are well communicated. Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend
- Adequate time is allowed within the limits to representatives of organizations to report back to the relevant organizations
- Stakeholders are invited to the relevant council meetings and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality

4.2.2. COMMUNITY CONSULTATION

On regular basis, the municipality engages in community consultation meetings in an endeavor to:

- Register community needs
- Inform the community about decisions taken by Council
- Feedback

4.2.3. MAYORAL OUTREACH

Mayoral outreach programme is regarded as another form of community consultation. In TLM at least Mayoral Outreach meetings are held per financial year. The schedule of these consultation programmes will be reflected in the process plan. The main purpose of the consultation is to ensure that the political principals get closer the communities and afford members to voice their needs. Hereunder are proposed dates for all Mayoral Outreaches in the Financial Year, 2015/16 financial year.

Table: 46 Scheduled Dates for the Mayoral outreach Meetings

MONTH	MAYORAL OUTREACH MEETING
June 2015	16
July 2015	18
August 2015	9
September 2015	24
November 2015	21
December 2015	1 and 3
January 2016	21
March 2016	21
April 2016	27
May 2016	1

4.2.4. WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS (CDWS)

Twelve (12) Ward committees have been established and full functional. Nine (9) CDW's are appointed but the challenge is that there is only one CDW per ward. CDWs are regarded as a link between Government and the community. The municipality needs to establish a reporting system that is intended to monitor the work of the CDWs at the same time record identified community development needs. The CDWs are expected to submit reports on monthly basis reflecting on their activities

4.2.5. PREMIER HOTLINE, PRESIDENTIAL HOTLINE

4.2.5.1 PRESIDENTIAL HOTLINE

The President launched presidential Hotline on 14 September 2009. The hotline was established for the purpose of offering to the citizens of South Africa and the public, an effective way of providing accurate information, counseling and precise referrals to government institutions at all levels and spheres.

Public Liaison Officers, Modifiers and Investigators have the responsibility of following up the public enquiries and complaints lodged, and ensure that all are attended to efficiently. "The provinces are expected to establish similar services, and to create a forum that includes liaison officers for each municipality so that the service is taken to local government level, including rural municipalities and districts."

The aims of this public service were to encourage an all-round improvement in citizen care and liaison, "and to introduce a culture of putting the citizen first in all government departments as well as municipalities".

"This is part of the President's directive to create an interactive, accessible and responsive government." Presidential hotline: **17737**

4.2.5.2 PREMIER HOTLINE

On 7 April 2011, Limpopo Premier launched Province's Hotline to complement existing Presidential Hotline launched by the President in 2009.

"Public liaison officers in the Office of the Premier call centre will start handling calls and responding to public inquiries from 7:00 am to 18:00".

Members of the public will be able to lodge their queries by dialing the toll-free Hotline number: **0800 864 729**.

The hotline will ensure that the government is able to provide efficient, effective, excellent, equitable and empowering service to the people of the province.

Departments and municipalities will respond and resolve the complaints brought through the hotline speedily, competently and satisfactorily.

2013/14 report for hotlines - TLM

Table: 47

Year: 2013/14 FY	No of open calls	No of resolved calls	Avg. Time to resolve	Total calls	% Resolution Rate
Premier Hotline cases	4 cases were opened	4	Within 3 days	4	100%
Presidential Hotline cases	11 cases were opened	11	Within 3 days	11	100%

4.2.5.3 COMMUNICATION CHALLENGES

- Slow responding in as far as updates in the website is concerned by SITA
- Unauthorized use of information that sometimes appears in newspaper without the knowledge of Communications Unit.
- Non-participation by some sector departments within our municipal area.
- Insufficient budget to render effective communication activities, buying of slots in both print and electronic media

4.3 PMS AND IDP

Planning in TLM is regarded as a vital tool to ensure the integration of Municipal activities with other sectors of development planning at different levels by serving as a basis for communication and interaction. The IDP and PMS serve as the basis for engagement between council, the

community, various stakeholders and interest groups. The Municipality through set priority issues, plans and resources strives to remain a participatory and accountable local government to all by ensuring proper planning and performance management.

Through the 5 Year Plan, a municipality can:

- Develop a clear vision
- Identify its key development priorities
- Formulate appropriate strategies
- Develop the appropriate organisational structure and systems
- Align resources with development priorities



Thabazimbi municipality's first IDP was drawn up for 2011- 2016, and has been revised every year.

4.3.1. CREDIBILITY OF THE IDP

Table: 48

Municipality	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
--------------	---------	---------	---------	---------	---------	---------	---------

Thabazimbi	Medium	High	High	High	High	Medium	High
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4.3.2 COMPOSITION OF IDP STEERING COMMITTEE

- Municipal Manager
- All S57 Managers
- All Divisional Heads
- All EXCO members
- PMT
- MPAC
- SAMWU
- IMATU

4.3.3 COMPOSITION OF IDP REPRESENTATIVE FORUM

- All Councillors
- All S57 Managers
- CDWs
- Ward Committees
- Business Sectors
- Rate Payers Association
- Chamber of Commerce
- Informal Sectors
- NGOs and CBOs
- Labour Movements
- Fraternal Ministries
- Traditional Healers
- Taxi Associations
- Farmers Union
- SAWID

- Disability Council
- Youth Council
- Sports Council
- Sector Departments

“IDP MANAGER”- means the Municipal Manager or an official charged with the function to manage and co-ordinate the IDP process.

“IDP STEERING COMMITTEE”-means the dedicated team of people made up of Councillors and Heads of Departments who support the Municipal Manager and Divisional Head IDP to ensure a smooth Planning Process.

POSITION
Municipal Manager
Manager Planning and Economic Development
Manager Corporate Services
Manager Technical Services
Chief Financial Officer
Manager Social Services
Divisional Head IDP

4.3.4. ROLES AND RESPONSIBILITY

Table: 49

STAKEHOLDERS/ROLE PLAYERS	ROLES AND RESPONSIBILITIES
INTERNAL STAKEHOLDERS	

STAKEHOLDERS/ROLE PLAYERS	ROLES AND RESPONSIBILITIES
THE MAYOR	Tables the IDP Review and Budget to Council
EXCO	Recommends the approval of the IDP Review to council
COUNCIL	Political decision making body Consider, adopt and approve the IDP Review Ensured alignment of the reviewed IDP report with the District framework. Ensured that all relevant stakeholders are involved Responsible for the overall management, coordination and monitoring of the IDP Review process
MUNICIPAL MANAGER	Manages and coordinate the review process Ensure that all departments work according to the organisational vision
DIVISIONAL HEAD IDP	Preparation of the Process Plan Ensures that all relevant stakeholders are appropriately involved Ensures that the planning process is participatory, strategic and implementation oriented Responds to comments from vertical and horizontal alignment
HEADS OF DEPARTMENTS	Provide relevant technical and financial information for analysis for determination priority issues Contribute technical expertise in the consideration and finalisation of strategies and identification of projects Provide departmental operational and capital budgetary information
DISTRICTMUNICIPALITY	Provide support to the municipality Facilitate the compilation of a framework and alignment between local municipalities, as well as between the municipality and the District
IDP/Budget Steering Committee	Provide terms of reference for subcommittees and the various planning activities. Commission research studies Consider and comments on inputs from role players Process, summarize and draft outputs

STAKEHOLDERS/ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	Make recommendations.
Representative Forum	<p>Represent the interests of their constituents in the IDP process.</p> <p>Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality.</p> <p>Monitor the performance of the planning and implementation process.</p> <p>Inclusion of their projects in the IDP of the municipality.</p> <p>Provide information on the opportunities that the communities may have in the Private Sector.</p>
Ward Committees	<p>Determine the priority issues for the ward as a whole.</p> <p>To ensure all the Wards are properly catered.</p> <p>Articulates the community needs and Participates in the community consultation meetings</p> <p>Represent the interest and contribute knowledge and ideas and Identify and prioritise needs</p> <p>Discuss and comment on the draft IDP review and Monitor performance in the implementation of the IDP Review</p> <p>Participate in the IDP Representative Forum</p> <p>Representatives be part of meetings or workshops to prepare for and follow-up on planning activities</p>
PROVINCIAL DEPARTMENTS, COGTA& SECTOR DEPARTMENTS	<p>Coordinate training and provide financial support and general IDP guidance.</p> <p>Facilitate coordination and alignment between District and the Municipality and adjacent Municipalities</p> <p>Provide relevant information on sector departments policies, programmes, business plans and budgets</p> <p>Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies</p>

4.4 INTERNAL AUDITING AND RISK MANAGEMENT

4.4.1 INTERNAL AUDITING

The municipality has appointed Chief Internal Auditor as part of the reasonable steps taken to maintain effective efficient and transparent system. Internal Audit's faction operates in terms of an approved Internal Audit Plan.

Additionally the Municipality has established an Audit Committee.

The AC is constituted as follows:-

Chairperson: L Mphahlele
Member 1: L Nevondwe
Member 2: OP Mokoena

4.4.2 RISK MANGEMENT

Risk management, as one of the key pillars of good governance, and it's a continuous process that enables constant improvements in strategy design and strategy implementation as well as the municipality's systems and operations. Council has an existing Risk Management policy and framework that enables management to proactively identify and respond to all significant risks that could impact on business objectives. TLM has developed risk register.

Risk Management in the municipality is guided and monitored by various committees at council and administration level such as the MPAC, Risk Management Committee and the Audit Committee.

The Municipality has appointed Risk officer as part of the reasonable steps taken to maintain an effective, efficient and transparent system of financial and general risk management.

The top ten (10) risks of the municipality are:

- Failure to retain qualified
- Low Revenue collection
- Inadequate skilled personnel
- Lack of infrastructure (Office Building)
- Unauthorized use of information
- Ageing infrastructure
- Poor implementation of policies

- Mushrooming of informal settlements
- Poor financial sustainability
- Misappropriation of assets

The risk categories have been aligned to the strategic objectives in order to identify those risks that directly affect and/or impede the municipality's ability to achieve those strategic and business objectives.

4.5 SPECIAL PROGRAMME

Legislative requirements

- Constitution of the RSA, Act 108 of 1998
- Commission of Gender Equity Act 39 of 19196
- Gender Policy framework go Local Government
- Children's Act 38 of 2005
- National welfare Act 100 of 1978
- HIV and AIDS and STI National Strategic plan
- Disability framework for Local Government
- Non-Profit Organization Act 71 of 1997

In recognition of the need to integrate marginalized communities, Special Programme Unit for the facilitation of the integration and mainstreaming process has been introduced and a Special Projects Coordinator has been appointed. Much work was done on an ad-hoc basis in this regard but was more focused on campaigns rather than economic development programmes. As Statistics South Africa confirms, young people constitute the majority of the population of the Thabazimbi Municipality. Men account for 52% of the municipality's population. In spite of the above reality, young people and women have not been the key beneficiaries in the economic mainstream of the district. A Youth Plan and its implementation plan must be developed. Whilst there are organizations representing disabled people, the reality that faces the municipality is that disabled people are not integrated into the municipality's implementation plan. This has led to low economic development opportunities for disabled people. A survey must be conducted by Thabazimbi to develop the Disability Plan. Thabazimbi Local Municipality needs to facilitate this process through the implementation of the Disability Plan for the purposes of moving faster in resolving problems faced by disabled people. Children in the municipality also bear the brunt of disorganization. Thabazimbi Local Municipality should embark in the process of establishing a junior council which will be the pace setter for the development of the children's development framework that will promote the participation and consultation of children. As a sector plan, the Special Programmes Strategy sets the framework for the integration and mainstreaming of all the designated groups and needs to be

developed. Funding needs to be availed for the implementation of the strategy through the integration of programmes and projects of all clusters and sector plans of Thabazimbi I Local Municipality.

4.5.1 CHALLENGES OF YOUTH, DISABILITY, WOMEN AND CHILDREN

- High unemployment.
- Access to funding.
- Poor education.
- Access to quality training and skills development
- High level of poverty.
- Violence directed at women and girls
- No support and mainstreaming of people with disability in municipal employment equity to reach 2%, as set by SALGA.
- Diseases.

4.6 YOUTH DEVELOPMENT

Legislative requirements

- National Youth Policy
- National Youth Development Agency Act of 200

4.7 STRATEGIES, OBJECTIVES AND PROJECTS

Table: 50

Public Participation	Strategic objectives: to ensure effective community participation and interaction
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Status Quo		Development strategies		
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
<p>Outcome 9: A responsive and accountable effective and efficient local government system</p> <p>Output 5: Deepen democracy through a refined ward Committee model.</p> <p>2009 local government manifesto: promote more active community in local government.</p> <p>Manifesto:</p> <p>The success of the municipal strategies depends on the effectiveness of governance structures and processes. This will be realized through a cordial and productive relationship between the administration, political structures and the political office bearers.</p> <p>Promote more active community participation in local government</p> <p>We will ensure that ward committees for all the wards are functional</p> <p>It will be ensured that ward Councillors have report back meetings with their constituencies within 14 days after every ordinary council meeting</p>	All ward committees have been established	To promote the involvement of Stakeholders in council's affairs	Provide feedback to the community	Report be submitted to Section 79 on matters raised by ward committees Implementation of the Back to basic action plan
At least five Mayoral outreaches will be undertaken every year	<p>Mayoral outreach dates approved for the 2014/15 and 2015/16 FY</p> <p>Communication strategy approved</p>	To promote the involvement of Stakeholders in council's affairs	Provide feedback to the community	Mayoral Outreach Programme (Youth, HIV Aids, Disabilities, Women, Aged, Heritage)

Public Participation		Strategic objectives: to ensure effective community participation and interaction		
Status Quo		Development strategies		
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
	by council			
		To promote the involvement of Stakeholders in council's affairs	Capacitate Ward Committee members Strengthen relations with recognized stakeholders Provide effective administrative support	Public Participation Strategy to be developed and implemented Develop stakeholder database Provide monthly reports on activities of ward committees Co-ordination of Ward Committee meetings Co-ordination of training programs for ward committee members Co-ordination and facilitation of Mayoral outreaches. To develop a stakeholder database

Public Participation		Strategic objectives: to ensure effective community participation and interaction		
Status Quo		Development strategies		
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
			Strengthen relations with recognized stakeholders	
Interaction forums are will be recognized stakeholders will be created. In this regard special attention will be given to the youth				To annually adopt the schedule of mayoral outreach dates
<u>INSTITUTIONAL:</u> Market the Municipality Management of events	IDP forums in existence		Strengthen community and participation	To annually adopt the schedule of mayoral outreach dates

Communication	Strategic objectives: to ensure effective community participation and interaction
Status Quo	Development strategies

Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
<p><u>Outcome 9:</u> A responsive and accountable effective and efficient local government system</p> <p>Output 3: Implementation of the Community Work Programme</p> <p>Manifesto: Through the Communications Division we will ensure that the communities are at all times full informed of municipal activities</p>	No billboards produced	To market municipal programs and projects	Install billboards	Re-branding of the municipality (billboards)
	Communication Strategy was approved by Council	To optimize communication for the municipality	Engage government sectors to improve the municipal communication strategy	Review the communication strategy Review the communication policy Conduct activities as per the Communication Strategy
	Radio Interviews and media briefings are conducted as and when require	To promote Customer care	Maintain the hotline number Engaging the media in communicating municipal activities	Conduct community satisfaction survey. Develop and implement a program of interacting with print, electronic and social media on municipal activities
	1 events calendar developed as at 30 June	To ensure coordination of all municipal events	Successfully coordinate events	Develop annual events calendar

Communication		Strategic objectives: to ensure effective community participation and interaction		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
	2014			
We will improve communication and increase the level of inter-department and inter-municipal communication and cooperation	Twinning agreement signed with the City of Gabarone as at 30 June 2006	To learn best practices from other institutions	Benchmarking	Identify best practices to be learnt Develop and implement a program to visit other municipalities to learn about their best practices

PMS		Strategic objectives: To guide and inform the municipal planning, budget management and development actions		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 5 :	Section 57 Managers performance agreements signed as at 30 June 2014 PM Framework outdated	To promote performance measurement and reporting	To comply with relevant PMS regulations, framework and policy	Develop municipal performance plan (SDBIP) Develop Sec 57 Managers's performance agreements Cascade PMS Develop annual and

PMS		Strategic objectives: To guide and inform the municipal planning, budget management and development actions		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
			<p>Conduct public participation on performance</p> <p>Capacity building for Senior Managers</p>	<p>quarterly reports</p> <p>Develop PMS Framework</p> <p>Develop PMS</p> <p>Convene a PMS stakeholder feedback session</p> <p>Conduct workshops and training on PMS for Senior Managers</p>

IDP		Strategic objectives: To guide and inform the municipal planning, budget management and development actions		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

IDP		Strategic objectives: To guide and inform the municipal planning, budget management and development actions		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
<p>Outcome 9: A responsive and accountable effective and efficient local government system</p> <p>Output 1: A policy framework that provides for a differentiated approach to municipal financing, planning and support is implemented</p> <p>Sub – output 2: All municipalities outside of the metros and secondary cities have IDPs that focus on set of priority services and are clearly linked to budget. The target is focused IDPs linked to budgets for essential services implemented in the selected municipalities.</p>	2014/15 IDP document	To guide and inform the municipal planning, budget, management and development actions	<p>Develop and revision of the IDP</p> <p>Ensuring the Departments implement projects as per approved IDP</p> <p>Facilitate prioritization of projects and programmes from the IDP in the municipal budget and PMS process</p> <p>Coordinate of various meetings with the community, sector departments and private sector on the development, implementation and performance of the IDP</p>	<p>Develop and implement the IDP process plan</p> <p>Review IDP document</p> <p>Printing of IDP document.</p> <p>Project steering committee meetings</p> <p>Coordination of Municipal strategic planning sessions</p> <p>Community consultations</p> <p>IDP rep forum</p> <p>IDP technical steering Committee meetings</p> <p>Stakeholder meetings</p>

Risk and Internal Audit		Strategic objectives: To ensure effective management of risk and good governance		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9:	2014/15 Audit committee charter	To provide oversight over the organizations governance, control and risk management processes.	Consistent meetings to perform oversight	Review the Audit Committee charter Develop and implement Audit Committee TOR
	2014/15 Internal Audit plan	To formulate a Risk-based plan to align the priorities of the Thabazimbi Local Municipality	To perform audits as per the approved Internal Audit Plan	Develop Internal Audit Plan

Risk and Internal Audit		Strategic objectives: To ensure effective management of risk and good governance		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
	2014/15 Strategic Risk Register	To identify, evaluate and assess significant strategic and organizational risks and to provide independent, objective assurance as to the effectiveness of related internal controls.	Develop Strategic Risk Register Perform Risk prioritization	To identify and prioritize potential risk events, help develop risk management strategies and risk management plans
	Disclaimer audit opinion received 2013/14 financial	To ensure an improved Audit Opinion	Consistent monitoring and implementation of the approved Audit Action Plan	Development of Audit Action Plan Operation Clean Audit

4.8 **GOOD GOVERNANCE AND PUBLIC PARTICIPATION - CAPITAL PROJECTS OVER THREE YEARS (2016-2019)**

Table: 51

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
STRATEGIC OBJECTIVE: ACHIEVING AND PROMOTING GOOD GOVERNANCE, TRANSPARANCY AND COMMUNITY PARTICIPATION													
PROJE CT NO.	PRIORI TY	PROJECT NAME	PROBLEM STATEME NT	LOCA TION/ WARD	KEY PERFORM ANCE INDICATO R (KPI)	TARG ET	MTEF						Fund er
							2016/17		2017/18		2018/19		
							Target	Estimate d Budget	Target	Estimate d Budget	Target	Estimate d Budget	
LTG- 1	Communi cation	Review of Communica tion Strategy	Poor community involvement in Municipal affairs	All	Number of communica tion strategies reviewed	1	1	R150 000	-	-	-	-	TLM
LTG-2	Internal Audit	Operation Clean Audit	Disclaimer of opinion by AG for	All	% Of Audit queries addressed	100	100	R3 800 000	100	R2 800 000	100	R2 000 000	TLM

			the last 3 financial years										
LTG- 3	IDP	Printing of IDP document.	Inadequate access to information	All	Number of IDP documents printed	200	200	R350 000	200	R400 000	200	R450 000	TLM
LTG- 4	Communi- cation	Production of Newsletters	Inadequate communication within Municipality	All	Number of newsletters produced quarterly	15 000	-	-	7 500	R750 000	7 500	R800 000	TLM
LTG-5	Communi- cation	Re-Branding of the municipality	Poor marketing of the Municipality	All	Number of billboards produced	30	10	R190 000	10	R210 000	10	R225 000	TLM
LTG-6	Communi- cation	Mayoral Outreach (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	Poor involvement of the youth, disabled people, people living with HIV in the affairs of the Municipality	All	Number of mayoral outreach programmes conducted	28	28	R2 325 000	28	R2 500 000	28	R2 800 000	TLM
LTG-7	PMS	PMS	Poor Performance	All	Number of PMS Framework	1	1	R450 000	-	-	-	-	TLM

			Management System		Systems Developed								
LTG-8	PMS	Printing of SDBIP	Inadequate access to information	All	Number of SDBIP Copies Printed	600	200	R150 000	200	R200 000	200	R250 000	TLM
TOTAL							540	R7 415 000	8038	R6 860 000	8038	R6 525 000	

CHAPTER 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.1 INTRODUCTION

This department includes all activities relating to the human resource management function of the municipality including review systems and processes as well as organisational structures aligned with the IDP.

5.2 POWERS AND FUNCTIONS

Sections 156 of the Constitution, 8 of the Municipal Systems Act and 86 of the Municipal Structures Act outline the powers and functions of the municipal

Table: 52

Key: ATP = Authority to perform PFM = Powers Performed by Municipality ESP = External Services Provider S78 = Section 78 Process in terms of Systems Act Complete SDA = Service Delivery Agreement in Place					
Functions of the Local Municipality according to the Constitution, the Municipal Structures Act and Systems Act	ATP	PFM	ESP or other sphere of Govt.	S78	SDA
Air pollution	Yes	Yes	No	Yes	No
Building Regulations	Yes	Yes	Yes	Yes	No

Child Care Facilities	Yes	Yes	Yes	No	No
Electricity Reticulation	Yes	Yes	Yes	Yes	Yes
Storm Water	Yes	Yes	Yes	Yes	Yes
Trading Regulations	Yes	Yes	No	No	No
Water (Potable)	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	Yes	Yes
Billboards and the display of advertisements in public places	Yes	Yes	Yes	No	No
Cleansing	Yes	Yes	No	Yes	Yes
Control of public nuisance	Yes	Yes	No	No	No
Control of undertaking that sell liquor to the public	Yes	Yes	No	No	No
Fencing and fences	Yes	Yes	No	No	No
Municipal parks and Recreation	Yes	Yes	No	No	No
Noise Pollution	Yes	Yes	No	No	No
By- Laws	Yes	Yes	No	No	No
Public Spaces	Yes	Yes	Yes	Yes	Yes
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	Yes	Yes	Yes	Yes
Street Trading	Yes	Yes	No	No	No
Street Lighting	Yes	Yes	No	No	No
Traffic and Parking	Yes	Yes	Yes	No	No
Bulk supply of Electricity	Yes	Yes	Yes	Yes	Yes
Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.	Yes	Yes	No	Yes	Yes
Bulk Water Supply	Yes	No	Yes	Yes	Yes
Bulk sewage purification and main sewage disposal	Yes	No	Yes	Yes	No
Cemeteries and Crematoria	Yes	Yes	Yes	No	No
Municipal roads	Yes	Yes	No	No	No
Education	No	No	No	No	No
Fire-Fighting Services	Yes	Yes	No	Yes	Yes
Local Economic Development	Yes	Yes	Yes	No	No

Municipal Abattoir	Yes	Yes	No	Yes	No
Municipal Airports	Yes	No	No	No	No
Municipal Health Services	Yes	Yes	No	No	Yes
Municipal Transport Planning	Yes	Yes	No	No	No
Municipal Public Works	Yes	Yes	No	No	No
Municipal Planning	Yes	Yes	Yes	No	No
Safety and Security	No	No	Yes	No	No
Social development	No	No	Yes	No	No
Sports, Arts and Culture	No	Yes	Yes	No	No

5.3 POLITICAL, EXECUTIVE AND ORGANIZATIONAL STRUCTURE

Section 51 of the Municipal Systems Act 32 of 2000 requires municipalities to establish and organize their administration in a manner that would enable them to:

- Address the needs of the local community
- Create a culture amongst staff members to be accountable for public service
- Be performance orientated and focus on the objects of local government as set out in Section 152 of the Constitution and its development duties as required by Section 153 of the Constitution.

Taking into account the context of the organizational structure, it puts an obligation on the Thabazimbi Municipality to be performance orientated and to focus on the objectives of local government. A structure that is operational and effective is needed to mandate the new boundaries of our municipality.

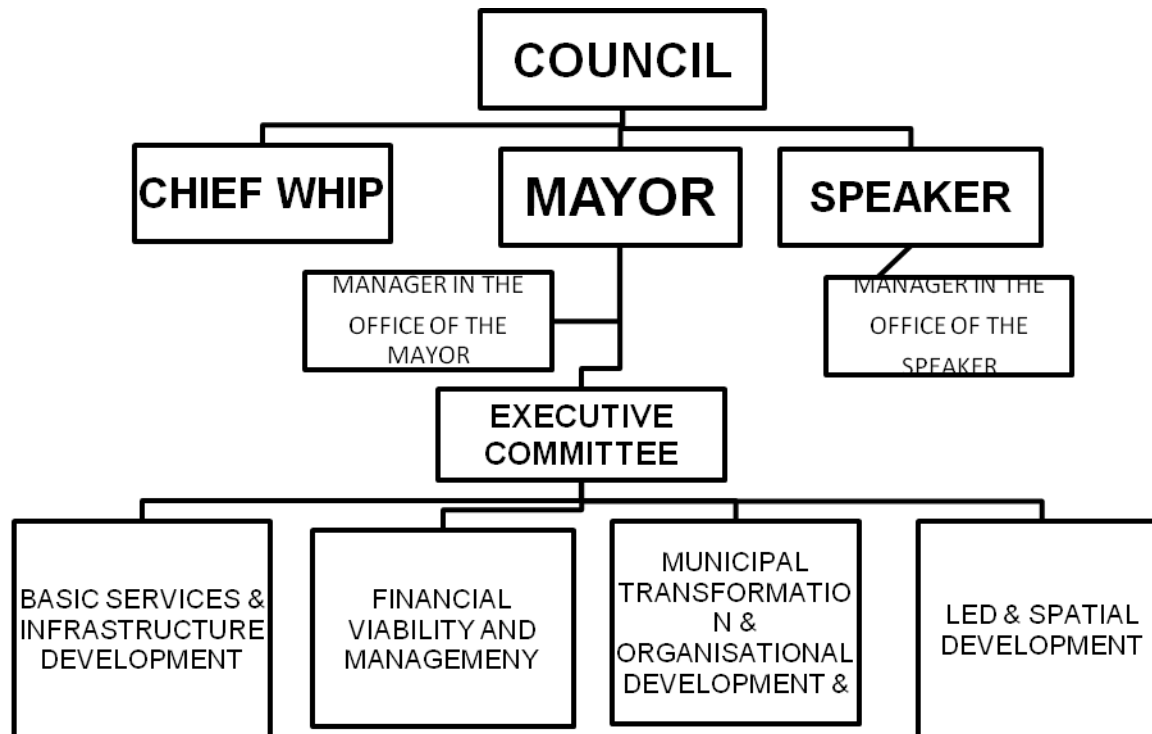
A process to have a broad understanding of the organization in order to review systems, processes as well as skills shortages, organizational culture and the defined strategy's alignment with the IDP should be compiled and served before Council for approval and implementation.

The current structure comprises of the following:

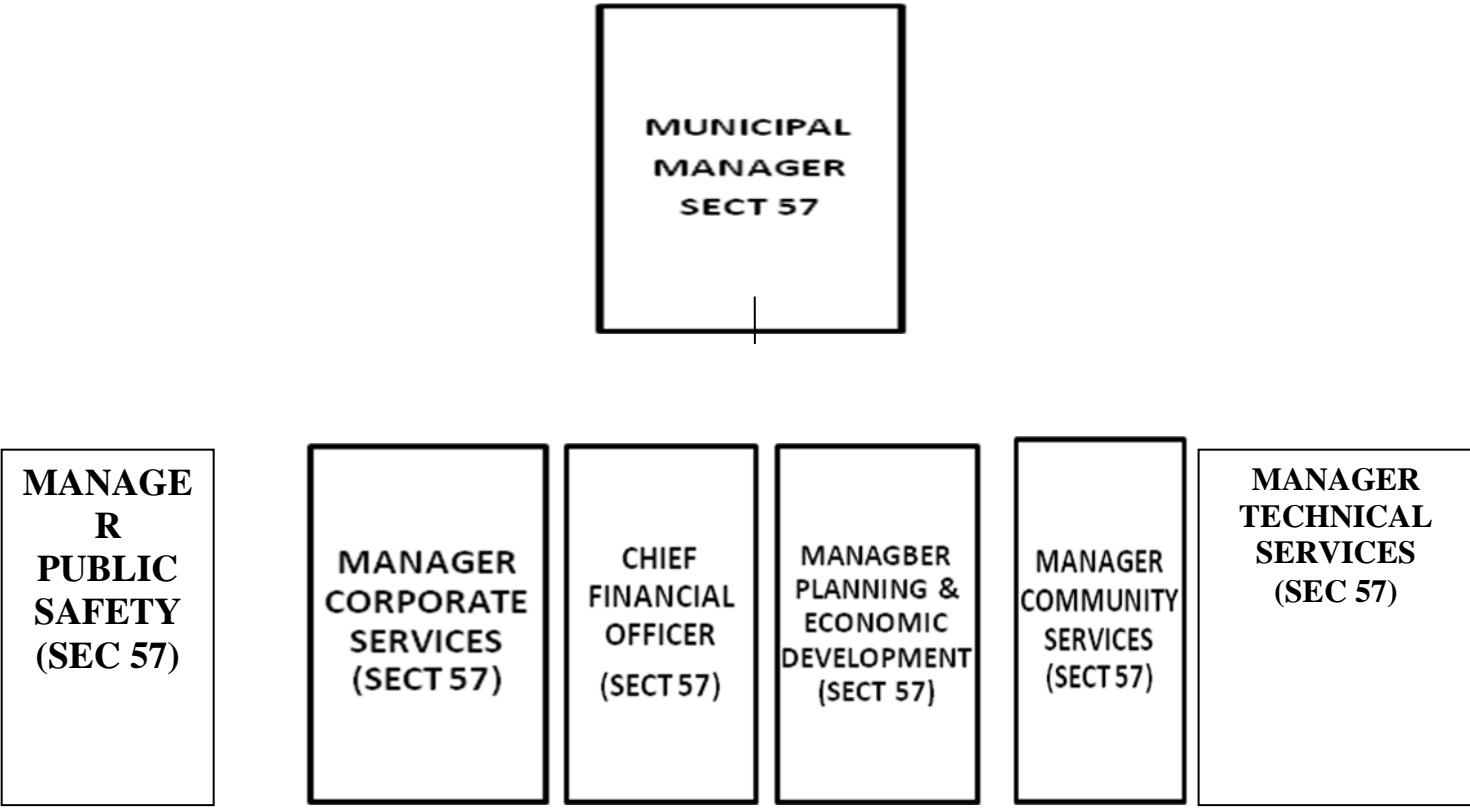
- Political Structure
- Office of the Mayor
- Office of the Municipal Manager
- Department Finance
- Department Corporate Services
- Department Technical Services

- Department Community Services, and
- Department Planning and Economic Development

THABAZIMBI MUNICIPALITY POLITICAL GOVERNANCE STRUCTURE



ADMINISTRATION STRUCTURE



5.4 ALIGNMENT OF ORGANOGRAM AND POWERS & FUNCTIONS

Table:

DEPARTMENT	SUB- FUNCTION	POWERS & FUNCTIONS
Technical Services	<ul style="list-style-type: none">• Water and Sanitation Services• Service Delivery• Public Works• Electricity and Workshop	<ul style="list-style-type: none">• Electricity Reticulation• Storm Water• Water (Potable• Sanitation• Bulk supply of Electricity• Bulk Water Supply• Bulk sewage purification and main sewage disposal• Municipal roads• Municipal Public Works

Community Services	<ul style="list-style-type: none"> • Community Services • Protection Services • Solid Waste 	<ul style="list-style-type: none"> • Trading Regulations • Billboards and the display of advertisements in public places • Control of public nuisance • Control of undertaking that sell liquor to the public • Fencing and fences • Noise Pollution • Street Trading • Traffic and Parking • Cemeteries and Crematoria • Fire-Fighting Services • Safety and Security • Municipal Transport Planning
Budget & Treasury	<ul style="list-style-type: none"> • Budget and Reporting • Income • Expenditure • Supply Chain and Asset Management 	<ul style="list-style-type: none"> • The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation
Corporate Support & Shared Services	<ul style="list-style-type: none"> • Human Resource • Fleet Management • Information Technology • Administration and Council Support • Legal Services 	<ul style="list-style-type: none"> • By- Laws • Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.

Development and Planning	<ul style="list-style-type: none"> • Building Control • Town Planning • Local Economic Development 	<ul style="list-style-type: none"> • Building Regulations • Local Economic Development • Municipal Planning
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5.5 HUMAN RESOURCE MANAGEMENT

The responsibility of this unit is to ensure that all HR policies and plans are adhered as well as employee wellness in order to create a conducive working environment for all employees.

5.5.1 STAFF ESTABLISHMENT

Total number of positions on the Organogram

Table: 54

Directorate	Total no. of positions	Filled positions	Vacant positions
Office of the Mayor	9	7	2
Office of the Municipal Manager	30	24	6
Chief Financial Office	54	49	5
Corporate Services	50	29	21
Technical Services plus Satellite Offices	173	135	38
Community Services	132	111	21
Planning & Economic Development	21	16	5
TOTAL	469	371	98

STAFF ESTABLISHMENT**Total Number of filled Positions : 371****Total Number of Vacant Positions : 98****Total Number on Organogram : 469****Overall staff movement 2014/15****Table: 55**

	Designated Groups						Non-designated groups	
	Male	Female	African	Indian	Asian	Coloured	White	TOTAL
								2014/15
Appointments	3	6	9	0	0	0	0	9
Promotions	1	0	1	0	0	0	0	1
Resignations	1	0	1	0	0	0	0	1
Retirements	1	0	1	0	0	0	0	1
Bereavement	3	2	5	0	0	0	0	5
Dismissed	0	0		0	0	0	0	0
Ill Health Retirements	0	0	0	0	0	0	0	0

5.5.2 EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme (EAP) is a work site based intervention programme designed to improve productivity by assisting Council with the early identification and resolving of employees personal and related problems that might adversely affect work performance and wellbeing. All information and assistance by the EAP office is treated with the utmost confidentiality.

In addition various informative sessions were done during the financial year covering the following illnesses:

Diabetes, Epilepsy, Food poisoning, cancer, HIV/AIDS, Hypertension, Diabetes

All sessions that were planned for the year could not have been done due to challenges with transport and venues that was not always available.

5.5.3 OCCUPATIONAL HEALTH AND SAFETY

Challenges Of Occupational Health And Safety Act

Insufficient funding led to non-compliance of the following issues:

- Personal Protective Clothing/Equipment
- Medical examinations for occupational diseases were not adequately done.
- There are no safe working procedures in all operational workstations.
- The First Aid Boxes are not refilled timeously.
- Fire distinguishers not serviced on annual basis.
- Mandatory and warning signage not renewed timeously

5.5.4 EMPLOYMENT EQUITY

Workforce Profile

Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Table:56

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	0	0	0	2	0	0	0	0	0	5

Professionally qualified and experienced specialists and mid-management	69	0	0	4	73	0	0	8	1	0	155
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	36	0	0	1	2	0	0	0	0	0	39
Semi-skilled and discretionary decision making	64	0	0	0	10	0	0		0	0	74
Unskilled and defined decision making	73	0	0	0	19	0	0		0	0	92
<i>TOTAL PERMANENT</i>	246	0	0	5	106	0	0	8	1	0	366
Temporary employees	366	0	0	0	575	0	0	0	0	0	941
GRAND TOTAL	612	0	0	5	681	0	0	8	1	0	1307

5.5.4.1 EMPLOYMENT EQUITY CHALLENGES

- Thabazimbi Municipality would like to employ people with disabilities but presently it's a great challenge due to:
 - (i). Design of our office to accommodate wheel chairs and scatted operational buildings.
- The Municipality is hiring buildings and proposals are in progress to build our own civic centre. Furthermore the management team with all recognized Unions will filter positions in the new financial year for disabled, challenge is attracting the following:
 - Indians (Both male and female)
 - Colored (Both male and female)
- We are having challenge with reference to Demographics and a Retention Strategy to attract and be able to afford the following race groups.
- Our third challenge is Housing Facilities for people from far. Accommodation in Thabazimbi it's very expensive.

5.6 HUMAN RESOURCE DEVELOPMENT

5.6.1 SKILLS DEVELOPMENT PROGRAMME

The responsibility of this unit is to ensure that the workforce are well equipped with necessary skills and be able to enhance the service delivery. The table below indicates how the Skills Development Programme was implemented in the Municipality for the period including March 2015.

Table: 57

PROGRAMMES	NUMBER of EMPLOYEES	MALE	FEMALE
* Municipal Finance Management Programme	3	3	0
Higher Certificate in ODETDP	8	1	7
Monitoring and Evaluation	1	0	1
* Job Evaluation	2	0	2
* Municipal Finance	1	1	0
Contravention System	3	0	
* Traffic Training	4	1	3

5.6.2 TOTAL PLANNED TRAINING BENEFICIARIES FOR 2015/16

Table: 58

	Main IDP Priority linked to KPA	Beneficiaries		Race		Name of learning intervention	Type of learning intervention	NQF Level	Funded by
		Female	Male	African	White				
1	- Water & Sanitation - Roads & Storm Water	10	21	12	0	1. Water & Waste Water	Skills Programme	L3	Mandatory Grant

	Main IDP Priority linked to KPA	Beneficiaries		Race		Name of learning intervention	Type of learning intervention	NQF Level	Funded by
		Female	Male	African	White				
	- Electricity - Waste Management					Treatment.			
				8	0	2. Landfill Operation.	Skills Programme	L3	Other Municipal Funding.
				5	0	3. Electricity Risks & Safety.	Learnership/ Skills Programme	L4/ L5	Other Municipal Funding.
				12	0	4. Handling & Disposing of waste	Skills Programme	L5/ L4	Other Municipal Funding.
2	Public Participation	4	4	8	0	Project Management	Learnership Programme	L5	Mandatory Grant
3	Institutional Development	22	16	6	2	1.MFMP		L6	Mandatory Grant
				5	0	2. Municipal Executive Leadership	Learnership	L5/ L6	Mandatory Grant

	Main IDP Priority linked to KPA	Beneficiaries		Race		Name of learning intervention	Type of learning intervention	NQF Level	Funded by
		Female	Male	African	White				
				5	0	3. Advanced Computer.	Skills Programme	L3/L4	Other Municipal Funding.
				7	0	4. Computer Literacy.	Skills Programme	L5	Mandatory Grant
				2	0	5. VIP Protection & Advanced Driving	Skills Programme	L5 L4	Other Municipal Funding.
4	Financial Viability	13	8	2	0	1. Public Finance and Management.	Bursary	L7	Mandatory Grant
				13	0	2. Local Government Accounting.	Skills Programme	L4/ L5/ L6	Other Municipal Funding.

	Main IDP Priority linked to KPA	Beneficiaries		Race		Name of learning intervention	Type of learning intervention	NQF Level	Funded by
		Female	Male	African	White				
				4	0	3. Pay Day	Learnership		Other Municipal Funding.
5	LED	2	2		0		Learnership	L5/L6	Other Municipal Funding.

5.7 ADMIN AND COUNCIL SUPPORT SERVICES

5.7.1 CHALLENGES OF ADMIN AND COUNCIL SUPPORT

- Old Council Chamber rendering council meetings ineffective
- Ineffective Records Management
- Ineffective office infrastructure (printers, telephones, recording systems, etc.)

The responsibility of this division is to arrange meetings as well as the compilation of Agendas and Minutes. Record Management also falls within this unit as well as Fleet

Below is a list of the meetings that were held during the 2014/15 financial year:

Table: 59

MEETINGS ATTENDED	NUMBER OF MEETINGS
EXECUTIVE COMMITTEE MEETINGS	4
COUNCIL MEETINGS	3
SPECIAL COUNCIL MEETINGS	11

5.7.2 COUNCILLORS AND THEIR AFFILIATES:

Table:60

EXCO	PARTY
(1) Cllr Patricia A Mosito (Mayor)	ANC
(2) Cllr Kelebone R Mokwena	ANC – Chairperson: Infrastructure
(3) Cllr Hendrick L Joubert (PR Councilor)	DA – Chairperson: Social Services
(4) Cllr Moifadi E Semadi (PR Councilor)	ANC – Chairperson: Finance
Cllr Sylvia G Matsietsa	(Councilor Ward 11)(Speaker)
Cllr Themba Mkansi	(Councilor Ward 4) ANC – Chiefwhip
Thabazimbi Municipality has 12 Wards	
• 11 – ANC Councillors	
• 01 – DA	
Total number of Councillors = 23	

• 17 – ANC	
• 05 – DA	
• 01 – Freedom Front Plus	

5.7.3 COUNCIL COMMITTEES

- 1. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**
- 2. LED AND SPATIAL DEVELOPMENT PLANNING**
- 3. FINANCIAL VIABILITY AND MANAGEMENT & MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

MPAC is established and functional.

5.8 ICT SERVICES

Information, Communication & Technology services in the Thabazimbi Local Municipality is regarded as a strategic resource. A strategic resource, which it is, viewed as both a critical and catalyst function for enabling service delivery at the customer face.

Key to the strategic nature of ICT in the municipality is the enabling of the municipal key objectives of the Municipality in order to meet its constitutional obligations. ICT enables the achievement of these obligations by deploying relevant information technology solutions.

5.8.1 ICT CHALLENGES

- Increasing pressure from Auditor General
- Lack of ICT awareness programs
- Not enough ICT capacity training
- Misalignment of ICT to the Municipality objectives
- Delay on website update

5.9 CONTRACTS AND LEGAL SERVICES

To enable municipal employees to keep informed of updated legal information, legal publication is required

5.9.2 BY – LAWS

Table:56

BY-LAWS READY FOR PROMULGATION	BY-LAWS READY FOR PROMULGATION
Dogs By-Law	Ward Committee By-Law
Keeping Of Animals By-Law	Informal Settlement By-Law
Prevention Of Nuisance By-Law	Emergency Services By-Law
Public Amenities By-Law	Public Health By-Law
Hostels By-Law	Parks For Caravans And Mobile Homes By-Law
Advertising By-Law	
Regulation Of Buildings By-Law	
Electricity By-Law	
Public Roads By-Law	
Library By-Law	
Encroachment On Property By-Law	
Child Care Services By-Law And	
Cultural And Recreation By-Law	
Property Rates By-Law	
Tuck Shop By-Laws	
Debt Collection By-Law	

5.10 STRATEGIES, OBJECTIVES AND PROJECTS

Table:62

Human Resource Management	Strategic objectives: Establish a competitive base of infrastructure, human resources and regulatory frameworks.
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Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: Responsive, accountable, effective and efficient Local Government System Output 6: Administrative and financial capabilities of municipalities enhanced	100% Compliance to LRA as at 30 June 2014	To ensure compliance with Labour Relations Act	Comply with relevant HR regulations, framework and policies	Review HR Management Plan. Review HR Policies. Review WSP Submit EE Plan to Department of Labour

Human Resource development		Strategic objectives: Ensure that skilled, technical, professional and managerial posts better reflect the municipality's racial, gender and disability makeup		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: Responsive, accountable, effective and efficient Local	Unskilled and untrained workforce	To capacitate employees in order to enhance service delivery	Conduct training and skills transfer. RPL. Conduct on the job	Training of employees, Councillors and community

Government System			training programmes	
Output 6: Administrative and financial capabilities of municipalities enhanced				

Admin and Council Support Services		Strategic objectives: Provision of efficient and effective support services to Council and administration		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: Responsive, accountable, effective	Old and ineffective council chamber	To ensure effective administration of council meetings	Upgrade and maintain council chamber	Upgrading of municipal buildings Developing a Civic Centre

and efficient Local Government System				
Output 6: Administrative and financial capabilities of municipalities enhanced				

Information Communication Technology		Strategic objectives: The provision of effective and efficient communication and support services		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: Responsive, accountable, effective and efficient Local Government System Output 6: Administrative and financial capabilities of municipalities enhanced	ICT infrastructure upgraded to almost all offices	To ensure effective and Efficient ICT services.	Upgrade local area network (LAN) and WAN infrastructure and upgrading of software as required.	To ensure that ICT services are provided
				Maintane regular network data backups and restores.
				Reviewal of firewall configuration, anti-virus and anti-spy WAN on emails.

Information Communication Technology		Strategic objectives: The provision of effective and efficient communication and support services		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
				Reviewal and approval of ICT policies
				Continuously upgrade internet and email facilities.
				Secure upgraded server room.

Fleet Management		Strategic objectives: To provide safe and effective municipal fleet in order to ensure effective service delivery		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: Responsive, accountable, effective and efficient Local Government System Output 6: Administrative and	Insufficient and old fleet	To provide sufficient fleet in order to sustain effective service delivery	Procure sufficient fleet	Acquire new fleet. Install Fleet Management System

financial capabilities of municipalities enhanced				
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Legal and Administration		Strategic objectives: The provision of legal administration and secretarial services		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 12: An efficient, effective and development oriented public service	Inadequate information on litigation register	To improve legal compliance and financial planning	Compile and maintain litigation register	Compile litigation register Periodic updating and monitoring of litigation register
Outcome 9: Responsive, accountable, effective and efficient Local Government System Output 6: Administrative and financial capabilities of municipalities enhanced	Non promulgation of by-laws	To ensure governance of municipal area	Promulgation of by-laws	Promulgation of by-laws Review of by-laws as and when required
	Insufficient legal knowledge	To enhance legal knowledge to keep employees informed	Subscribe to relevant legal publications	Subscribe to Legal publications

5.11 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT – CAPITAL PROJECTS 2011- 2016

T-11-150

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

STRATEGIC OBJECTIVES: TO IMPROVE ORGANIZATIONAL COHESION AND EFFECTIVENESS

PROJECT NO.	PRIORIT Y	PROJECT NAME	PROBLEM DESCRIPTI ON	LO CA TIO	KEY PERFORMANCE INDICATOR (KPI)	ANNUAL TARGET	MTEF			Fu nde r
							2015/16	2016/17	2017/18	

				N/ WA RD			Target	Estimate d Budget	Target	Estimate d Budget	Target	Estimate d Budget	
LTMT-1	Legal	Promulgatio n of by-laws	Lack of law enforcement	All	Number of by-laws promulgated	21	11	R1 500 000	10	R1 500 000	-	-	DB SA
LTMT-2	Legal	Purchasing of Legal publications	Insufficient legal knowledge	All	Number of legal publications purchased	72	24	R250 000	24	R500 000	24	R500 000	TL M
LTMT-3	ICT	Purchase of desktop computers	Insufficient equipment to perform daily tasks	All	Number of desktop computers purchased	100	-	-	100	R445 200	-	-	TL M
LTMT-4	ICT	Purchase of laptops	Insufficient equipment to perform daily tasks	All	Number of laptops purchased	50	-	-	30	R120 320	20	R66 880	TL M
LTMT-5	ICT	LAN Equipment	Poor ICT infrastructur e	All	Number of LAN equipments purchased	200	-	-	200	R724 800	-	-	TL M
LTMT-6	ICT	WAN Equipment	Poor ICT infrastructur e	All	Number of WAN equipments purchased	200	-	-	200	R768 000	-	-	TL M
LTMT-7	ICT	Backup component	Lack of information backup system	All	Number of backup components purchased	1	-	-	1	R179 664	-	-	TL M
LTMT-8	ICT	Remote sites	Lack of Accessibility	All	Number of remote sites connectivity	200	-	-	200	R1 173	-	-	TL M

		connectivity								600			
LTMT-9	ICT	Server infrastructure	Overloaded server infrastructure	All	Number of server devices purchased	14	-	-	14	R113 568	-	-	TL M
LTMT-10	ICT	Software licenses	None compliance with Microsoft Policy	All	Number of software licenses installed in servers	14	-	-	14	R1 127 616	-	-	TL M
LTMT-11	ICT	Antivirus software	Lost of data due to viruses	All	Number of users protected	200	-	-	67	R513 600	66	R513 600	TL M
LTMT-12	ODT Unit	Training of Employees, Councillors and Community Members	Inadequate skills	All	Number of employees, Councillors and Community Members trained	60	20	R1 500 000	20	R1 500 000	20	R1 500 000	TL M
LTMT-13	HRM	Implementation of OHS	Non compliance with OHS Act	Al	% Compliance with OHS Act	100%	100	R450 000	100	R550 000	100	R600 000	TL M
LTMT-14	Admin and Council Support	Establishment of Records Management System	Non compliance with Archives Act	All	Record management system	1	-	-	1	R300 000	-	-	TL M
LTMT-15	ICT	Purchasing	Lack of	2	Purchased of a	1	-	-	1	R150	-	-	TL

		of Projector and Screen	presentation equipment		Projector and Screen					000			M
LTMT-16	Fleet Manage ment	Acquire new fleet	Old and insufficient fleet	All	Number of fleet acquired	51	21	R4 715 527	15	R5 0 00 000	15	R5 50 0 000	TL M
TOTAL							176	R 8 415 527.00	997	R 14 666 368.0 0	245	R 8 680 480.00	

6.1 INTRODUCTION

This chapter outlines the TLM's infrastructure and services and its constitutional mandate to ensuring the provision of basic services and a safe environment.

6.2 MUNICIPAL INFRASTRUCTURE AND SERVICES

6.2.1 Water services

6.2.1.1 Legislative Requirements

- National Water Act 36 of 1998
- Water Services Act 108 of 1997
- Regulations for Blue Drop and Green Drop
- Mine Water Regulations

Thabazimbi municipality is designated as Water Services Authority and Water Service Provider in terms of Water Services Act No 108, 1997. Water Services Development Plan is in place but require Review. Draft Water and Sanitation Bulk Infrastructure feasibility report conducted.

GOVERNMENT 12 OUTCOME DELIVERY AGREEMENTS

In mid – 2010, Government developed 12 outcomes as key focus areas of work until 2014. It is a negotiated agreement between the key stakeholders of Government. The Minister of Corporate Governance and Traditional Affairs and SALGA has agreed to consider critical role of Local Government in the total spectrum of the 12 Outcomes in particular Outcome 9

Vision of outcome 9

A responsive, accountable, effective and efficient local government system. Key way to achieve this vision amongst others is:

- Ensuring that Municipalities meet the basic service needs of communities

The output objectives set-out on outcome 9 in our perspective are as follows:

Improve universal access to basic services by 2014

- Water from 82.5% to 100%
- Sanitation from 82.5 % to 100%
- Electricity from 92% to 100%

TLM 's Service Norms and Standards (Water)

- Supply of water for 24 Hrs by 2016
- Free basic water supply 6kl/m/hh.

- Draw water from at least 200m radius.
- Blue Drop should be at least 90% by 2016

WATER SOURCES

Thabazimbi, Regorogile and Northam currently have a quota of 9ML per day from Magalies board. Regorogile and Thabazimbi have additional supply from seven boreholes. The boreholes are located at Group 5,7 and 12 and. Rooiberg and Leeupoort/Raphuti currently source their water from local boreholes. Schilpadnest water is also supplied from three working boreholes without any chlorination facilities.

The existing water pumstation caters for Thabazimbi town including Regorogile and Ipelegeng. The current capacity of the plant is 28l/second but the average daily flow is about 60l/second. The municipality does not provide bulk water to the mines within its area of jurisdiction.

The present allocation from the Vaalkop Dam is 7 MI/d and 2 MI/d for Thabazimbi and Northam respectively. The average abstraction from the boreholes is 5.1 MI/d.

THE MAIN SOURCES OF POTABLE WATER ARE:

Table:64

Municipality	Source	
	Surface water	Groundwater
Thabazimbi LM	Vaalkop Dam (Magalies Water)	B7 (1 borehole) Group 5 & 12 (5 boreholes) Leeupoort/Raphuthi (2 Boreholes) Rooiberg (3 boreholes) Schilpadnest (3 boreholes)

Blue drop Status

Table: 65

STATUS	2010	2011	2012	IMPRESSION
Blue Drop	54.3%	14.32%	54.33	<ul style="list-style-type: none"> ▪ Lack of accounting in terms of drinking quality water management services. ▪ Poor drinking water quality presents a critical high-risk situation to public health. ▪ Municipality to ensure immediate turnaround to render water quality

PILANESBERG BULK WATER SUPPLY SCHEME

Our request from the scheme (North of Pilanesberg) is 13 Ml/d (9Ml/d for Thabazimbi and 4Ml/d for Northam) and this will be for domestic use. The funding required is approximately R250m from RBIG

WATER LOSSES

- The water losses are identified mainly in the RDP sections where number of households have their water standpipes wrapped with plastic and other objects before and after the meters. Other cause of losses is where meters are vandalized and visible leaks not reported.
- The billing statement database is also a very good evidence of the households that are either having illegal connections or having serious water leakage within the household or after the meter.
- Unauthorized connections give rise to unnecessary water losses. The Water by-law is now promulgated and this will help the municipality to impose penalties to illegal connectors.

The Municipality does not have systems in place like the automatic meter reading or sufficient zone bulk meters to determine the water balance and distribution losses systematically. We rely completely on the billing system to determine water losses. The current monthly water losses on average are in the order of $\pm 30\%$. This is also due to old infrastructure and unaccounted for water as a result of meters not read

WATER BACKLOG

Table: 66

Total Household	Household without access to water	%
25 080	1 550	6.1%

6.2.2 Sanitation

6.2.2.1 Legislative Requirements

- National Water Act 36 of 1998
- Water Services Act 108 of 1997
- Regulations for Blue Drop and Green Drop
- National Environmental Management Act

SANITATION BACKLOG

Table: 67

Total Household	Household without access to sanitation	%
25 080	1 585	6.3%

Green drop Status

Table: 68

STATUS	2010	2011	2012	IMPRESSION
Green Drop		74%	88%	▪ 100% of plants in high and critical risks position.

Service Norms and Standards (Sanitation)

- Ventilated improved pit (VIP) for all by 2017
- Green Drop should be at least 90% by 2016

Thabazimbi, Rooiberg, Leeupoort and Raphuthi Regorogile are using water borne sewer system. The current sanitation system in Northam is 60% water borne and 40% septic tank. Leeupoort is septic tank. The Municipality empties the septic tanks for all the residents regularly and discharges the sewerage into the existing oxidation pounds. The outfall sewer has been partially constructed in Northam and the project is still outstanding.

Sanitation Challenges

- Lack of funding for capital projects.
- Ageing infrastructure
- Shortage of quantity and quality water.
- WWTW operating beyond design and operating capacities

6.2.3 Electricity

6.2.3.1 Legislative Requirements

- Occupational Health and safety Act
- NERSA Regulations
- Electricity Act 41/1987

The municipality has electricity distribution license issued by NERSA in terms of the Electricity Act 41 of 1987. The license covers the following areas for distribution and retail:

- Greater Northam RLC (Portion)
- Thabazimbi TLC (Whole)
- Warmbad- Pienaarsrivier RLC (Portion)
- Rooiberg

Currently the municipality is an Electricity Service Provider in Thabazimbi town, Regorogile extensions 3, 5, 6, 7, 9, Rooiberg and Raphuti. Eskom is for Northam, Regorogile extensions 2, 4, farms and mining areas. The 9 informal settlements are supplied by ESKOM

Electricity distribution and licensing

- Thabazimbi Local Municipality to apply to NERSA for rectification of the distribution licence
- Take-over of electricity supply to the mines and other customers
- The negotiations between TLM, the Mines and Eskom to start as soon as possible as recommended by NERSA
- TLM to develop a business case.
- Establishment of a municipal entity

The takeover is to be implemented in the following areas currently supplied by Eskom:

- Thabazimbi ext 32
- Regorogile ext 1, 3 and 4
- Northam town and its extensions
- Leeupoort and Raphuti
- Marakele Estate
- All the mines (section 78 process to be undertaken)
- All businesses

The following are for the proposed the takeover:

- Implementation of same tariffs (Eskom and Municipality's tariffs are not the same)
- Revenue enhancement

Vision of outcome 9

A responsive, accountable, effective and efficient local government system. Key way to achieve this vision amongst others is:

- Ensuring that Municipalities meet the basic service needs of communities

The output objectives set-out on outcome 9 in our perspective are as follows:

Improve universal access to basic services by 2014:

- Electricity from 76% to 100%

Service Norms and Standard (Electricity)

- Free Basic Electricity supply 50KW/m/hh
- 24hrs electricity supply by 2016
- Reduce electricity backlog from 76% to 100% by 2017

Provision of alternative energy such as solar should be rolled out in the 2015/16 financial year.

ELECTRICITY BACKLOG

Table: 69

Total Household	Household without access to electricity :		%
25 080	For Cooking	41	0.16%
	For Heating	2 055	8.1%

	For Lighting	96	0.38%
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6.2 3 2.ELECTRICTY CHALLENGES

- Limited access to basic services
- Infrastructure degradation resulting in electricity blackouts
- Climate change
- Financial sustainability
- Promulgation of by-laws
- Mushrooming of informal settlements
- Illegal connections
- Limited number of vending stations.
- National Electricity supply capacity

Electricity losses

The total electricity losses are at 10%. The will strengthen the audits of all energy meters every year to ensure correctness and verify that tempering is not taking place

The municipalities will also encourage the use of alternative energy to consumers with or without access to the existing electricity grid.

6.2.4 Roads and storm water

6.2.4.1 Legislative Requirements

- Occupational Health and safety Act 181 of 1993
- National Road Traffic Act 1996

MUNICIPAL ROADS AND STORM WATER CHALLENGES

- Residents at Raphuthi, are without accessible roads
- Too many Potholes, no road markings and signs and road surfaces too bad.
- Storm water-the existing channels need to be cleaned to regulate flow.
- Flow underneath the bridges is obstructed.
- Water flooding
- Inappropriate storm water system and inaccessibility of internal roads.

The municipality has powers and functions on internal roads

6.2.4.2 STATE OF MUNICIPAL ROADS

Table: 70

ROUTES	ADT	HEAVY ADT	DESCRIPTION	ECONOMY-RELATED ISSUES
P16/2	6289		<ul style="list-style-type: none"> • Link with the P84/1 situated in the Lephalale Local Municipality. • Classified as a main route. 	<ul style="list-style-type: none"> • Main route to the Botswana border (Stockport). • Link to the North West Province (Rustenburg). • Major residential nodes and Mines are concentrated and adjacent and in close proximity to this route. • The remainder of the area to the east and west of this route is mainly farm land. • High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore.
P110/1	1650		<ul style="list-style-type: none"> • North-South route • Classified as a main route 	<ul style="list-style-type: none"> • Access route to the North West Province (Brits/Madibeng)
P20-1	2139		<ul style="list-style-type: none"> • East-West route • Classified as a main route • Main access to Bela-Bela 	<ul style="list-style-type: none"> • Link between Thabazimbi and Bela-Bela. • High volume of tourism activities on this route. • High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore. • Link between Bela-Bela and Northam which forms

				<p>the main route between Polokwane and Rustenburg.</p> <ul style="list-style-type: none"> The link of Road P20-1 with Road P20-2 via Northam to Dwaalboom and to Derdepoort (Gaborone) will be very prominent once all the roads are tarred.
P20-2			<ul style="list-style-type: none"> East-West route. Classified as a main route. Access to Koedoeskop/Northam. 	<ul style="list-style-type: none"> Link between Koedoeskop and Northam
D928			<ul style="list-style-type: none"> Access road to Rooiberg from Thabazimbi. Classified as a main route. 	<ul style="list-style-type: none"> Tourism activities on this route that will increase once road is tarred.
D1649			<ul style="list-style-type: none"> Access road to Dwaalboom. 	<ul style="list-style-type: none"> Link between Thabazimbi and Dwaalboom. High volume of use related to PPC mining activities.

6.2.4.3 CLASSIFICATION OF ROADS NETWORK

WDM Major Roads in District Growth Points

Table: 71

Description	Municipality
N11 to Modimolle to Vaalwater to Lephalale	Mookgophong, Modimolle, Lephalale
Pienaarsrivier, Rapotokwane	Bela Bela
Mookgophong to Welgevonden to Alma to Rankispaas to Marekele Nature Reserve to Thabazimbi	Mookgophong, Modimolle, Thabazimbi
Groenvley to Mashimale to Rooipan to Grootvlei	Lephalale
Bulgerivier to Wolwefontein to Sterkfontein to Rooipan to Grootvlei	Lephalale
Rietspruit to Rooiberg mine to Marekele to Matlabatsi	Bela Bela, Thabazimbi, Lephalale
Dwaalboom to Derdepoort Border post	Thabazimbi
Koedoeskop to Northam to Dwaalboom (PPC)	Thabazimbi
Bela Bela to Alma	Bela Bela,

CONDITIONS OF DISTRICT ROADS IN THABAZIMBI

Table: 72

Conditions of District Roads				
6	D1590	Northam to Swartklip mine	25KM	Road is tarred
9	D4426	P20/1 - Kromdraai	20KM	Traffic is high on road and can not be maintained as a gravel road.
10	D113	N West - Botswana	30KM	Access road from N. West to Botswana Derdepoort border post. Needs to be tarred

BACKLOGS ON ROADS AND STORMWATER

A total 63kms of internal roads need to be maintained and rehabilitated. Storm water of 56 km needs to be upgraded

6.2.5 Solid Waste Management

6.2.5.1 Legislative Requirements

- National Environmental Management Waste Act 59 of 2008
- National Waste Management strategy of 2012
- National Environmental Management: Air Quality Act 39 of 2004
- Occupational Health and safety Act 181 of 1993
- National Environmental Management Act 107 of 1998

STATE OF REFUSE REMOVAL IN URBAN AND RURAL SETTLEMENTS

The municipality provides waste collection from informal settlements to formal settlements within its jurisdiction, the mining residences, Marakele National Park and management of landfill sites. The Draft Integrated Waste Management Plan is in place. There is no free basic solid waste policy

in place. Enviroserve, Sub Company of Envirofill collects used oil and other hazardous waste. Hazardous waste specifically mercury from the electric bulbs is collected by the company called Actibis 268 cc. Medical waste is collected by Tshumisano Waste Management.

Landfill sites

Table: 73

MUNICIPALITY	FORMAL DISPOSAL SITE (Landfill site)	INFORMAL DISPOSAL SITE (Landfill site)	OUTSTANDING LICENCES
Thabazimbi	3 (Northam, Donkerspoort and Leeupoort	1 (Rooiberg) in the process of formalization	None

- The existing landfill at Rooiberg will be rehabilitated shortly and waste arising from the last mentioned area will be disposed of at the Leeupoort site.
- A new waste disposal site should be provided in the Schilpadnest/Kromdraai area.
- Informal settlements – No infrastructure services are typically available in informal settlements. The municipality should at least provide (or facilitate the provision) of the following basic services to informal settlements within its area of jurisdiction, albeit on a temporary basis (until people residing at such areas are relocated or the areas redeveloped): waste disposal facilities. The absence of such facilities in these settlements can lead to pollution and health risks. Unplanned (informal) settlements have a major negative effect on the environment in that, through their existence trees and plants are often used by the inhabitants for firewood, building material, and shade/shelter and grazing (often resulting in the over-utilisation and/or the loss of natural resources and habitats).

REFUSE REMOVAL BACKLOG

Table: 74

Household	No rubbish disposal	%
25 080	1 381	5.5%

WASTE MANAGEMENT

Challenges that are related to Solid Waste Management

- ☐ Poor maintenance & record keeping
- ☐ Lack of control over medical waste
- ☐ Absence of strategies/provision for special waste
- ☐ Inadequate control over waste management sites
- ☐ Inadequate training of personnel
- ☐ Absence of borehole monitoring facilities
- ☐ Nonexistence of Incident Reports and Complaints Registers
- ☐ Insufficient funds for waste management
- ☐ Lack of follow-up programmes for mine waste management
- ☐ Absence of waste management practices in rural areas
- ☐ Lack of air-quality monitoring (to control emissions from landfills)

There is currently very limited recycling of waste taking place at the landfill sites within the municipality area, however, recycling is receiving momentum and the municipality is in the process of establishing a Buy Back Centre. Waste separation and recycling is receiving necessary attention from the Community members. The private sector (local residents) is potentially involved in recycling efforts such as funding recycling initiatives. Closure and rehabilitation of unauthorized New Northam landfill is also been undertaken by the National Department of Environmental Affairs and Rehabilitation of landfills should at least comprise;

▣ Levelling with topsoil in preparation for re-vegetation

▣ Re-vegetation.

The main source of waste within the Municipality is domestic waste (mainly plastic, paper as well as organic waste). Waste quantities within the Thabazimbi municipality amounted to approximately 32 084 cubic metres. It is projected that the Annual waste services demand for the Thabazimbi municipality area will amount to approximately 74 947 cubic meters. The Thabazimbi municipality should therefore implement strategies to sufficiently manage the generation and disposal of waste loads for the long term.

In terms of Section 20 of the Environment Conservation Act waste must be disposed of at a registered waste disposal facility. The issuing of a permit for a waste disposal facility is currently the responsibility of the Provincial Environmental Affairs Department with inputs from Department of Water and Sanitation. The municipality should ensure that the landfill sites serving the settlement nodes within its area of jurisdiction are approved and

registered under section 20 of Environment Conservation Act, 1989 (Act 73 of 1989). The Permitting, operation and closure of all solid waste disposal sites, as well as the monitoring of these sites is required in accordance with the Minimum Requirements for Waste Disposal by Landfill (DWAF 1998a). The following landfill sites have permits:

■ Donkerpoort (Thabazimbi)

■ Leeuwpoot

■ Northam

Department of Environmental Affairs is currently funding the Licensing of Rooiberg Landfill site.

Out of 25000 households, an approximately 1300 (5%) of them do not have access to waste services.

6.2.6 Cemeteries

6.2.6.1 Legislative Requirements

- Biodiversity Act
- National Heritage Resources Act
- Occupational Health and safety Act 181 of 1993
- National Environmental Management Act 107 of 1998

6.2.7 Sports and Recreation Facilities, and parks

6.2.7.1 Legislative Requirements

- Biodiversity Act
- National Heritage Resources Act
- Occupational Health and Safety Act
- National Environmental Management Act 107 of 1998

6.2.8 Public Safety

6.2.8.1 Legislative Requirements

- National Road Traffic Act 93 of 1996
- National Land Transport Act 5 of 2009
- Criminal procedure Act of 51 of 1997
- Control of access to Public Places and Vehicles Act 53 of 2001
- Private Security Industry Regulations Act 56 of 2001
- Firearm Control Act 60 of 2000

6.2.9 Licensing

6.2.9.1 Legislative Requirements

- National Road Traffic Act 93 of 1996

6.2.10 PUBLIC TRANSPORT

Service Norms and Standards (Roads and Public Transport)

- Public transport access should not be more than 10 minutes walk
-

Approximately 600 learners from 16 schools have no access to public transport, mainly farm areas. Department of Transport donated 37 bicycles to one farm school and promised to provide more for the all farm schools. There is no railway bridge/crossing in Thabazimbi and Northam which makes unsafe crossing on railway line. Spoornet conducted consumer education to learners around the municipality and promised to build a railway crossing as 2 000 people are affected.

6.2.10.1 MODES OF TRANSPORT

Important Routes in Thabazimbi

IMPORTANT ROUTES IN THABAZIMBI LOCAL MUNICIPALITY

Table: 75

SETTLEMENT	ROUTES	DESCRIPTION	STANDARD OF ACCESS TO SETTLEMENT
Thabazimbi/	P16/2	Route from Rustenburg/Northam to Thabazimbi	High Quality Access

SETTLEMENT	ROUTES	DESCRIPTION	STANDARD OF ACCESS TO SETTLEMENT
Regorogile		Classified as a main route to the Botswana border (Stockport) Link with the P84/1 situated in the Lephalale Local Municipality Link to the North West Province (Rustenburg)	
	P110/1	North-South route Classified as a main route to the North West Province (Brits/Madibeng)	High Quality Access but require serious upgrading due to occurrence of potholes
Northam	P16/2	Route from Rustenburg linking Northam with Thabazimbi Classified as a main route Link with the P84/1 situated in the Lephalale Local Municipality	High Quality Access
	P20-2	East-West route Classified as a main route Link between Koedoeskop and Northam	High Quality Access
Rooiberg	D928	Access road to Rooiberg from Thabazimbi Classified as a main route	High Quality Access, but gravel portion needs to be upgraded to tar road to improve linkage with Thabazimbi
Leeupoort	P20-1	East-West route Classified as a main route between Thabazimbi and Bela-Bela and Northam & Bela-Bela Main access to Bela-Bela	High Quality Access, but requires regular upgrading and maintenance
Dwaalboom	D1649	Access road to Dwaalboom Link between Thabazimbi and Dwaalboom	High Quality Access

6.2.10.3 TAXI FACILITIES

Taxi Routes in WDM

Table: 76

Local Municipality	Total Number of Routes
Bela-Bela	13
Modimolle	8
Mookgopong	2
Mogalakwena	64
Lephalale	12

Thabazimbi	41
TOTAL FOR WDM	140

6.2.10.4 CHALLENGES OF PUBLIC TRANSPORT

- **Lack of Public Transport Facilities**

Taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.

- **Lack of Leaner Transport**

The current bus subsidies budget makes little provision for learner transport. Despite the fact that more than 47% of the population within the Thabazimbi Local Municipality is 19 years or younger, no formal learner transport system is in place either within the urban or rural areas.

- **Cost of Public Transport Services**

Given the low levels of household income within the Thabazimbi Municipal Area, it is vital to keep fares to a minimum. However, only a few bus routes are subsidised, hence the bulk of the population within the region is paying a premium for making use of public transport.

- **Service Coverage**

Public transport coverage is relatively good, despite the poor condition of roads and public transport infrastructure. However, many of the schools, clinics and other recreational areas in the rural areas of the district still remain inaccessible and public transport services are not provided for these facilities. Passengers, although being dependent upon public transport as their only means of mobility in rural areas, generally have a negative perception of the public transport industry, mainly due to the problems listed above.

6.3 STRATEGIES, OBJECTIVES AND PROJECTS

Table: 77

Water		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	17.2MI storage facilities upgraded in Thabazimbi town and Regorogile	To ensure sufficient and sustainable water supply by increasing storage facilities	Providing water to remote areas Reduce access to potable water backlog	Regorogile construction of new 5MI reservoir
	WSDP outdated	To ensure efficient and sustainable water management	Update WSDP in line with DWS standard.	Review of Water Services Development Plan

Water		Strategic objectives: To ensure compliance to blue drop requirements in a sustainable way by high quality service		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Service	Obtained blue drop status score of	To provide quality water and an environment not harmful to human health and wellbeing	Implementing water quality monitoring program as per the requirements of Blue Drop accreditation	Analyze drinking water quality on monthly basis to ensure good quality water for all
	The municipality's water safety plan is outdated and does not meet DWS standards	To ensure the safety of drinking water.	Updating the water safety plan in line with DWS standards	Review water safety plan
	The current water conservation and demand management strategy is outdated Water demanding exceeding the current supply of 7Ml/d from Magalies water board Infrastructure dilapidated	To ensure effective and sustainable water supply To ensure provision of new water infrastructure while upgrading existing	Ensure water conservation and management of water demands Investigating all possible alternative sources of to augment the current water supply from Magalies water Board Continue with the	Review water conservation and demand management strategy (WCWDM) Providing information sessions to consumers on the use and conservation of water Test and drill new boreholes Test and drill new boreholes at all informal settlements

Water		Strategic objectives: To ensure compliance to blue drop requirements in a sustainable way by high quality service		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
		infrastructure	eradication of Backlogs in water supply at informal settlements Upgrading existing water infrastructure Providing water for new developments Reduce interruption time and comply with the service standard	Upgrade/replace old water infrastructure Construct new network infrastructure for new developments towards Marakele national park Attend damaged water pipes within the set turnaround time

Sanitation		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Sanitation		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	100 VIP toilets constructed as at 30 June 2014	To ensure provision of new sanitation infrastructure while upgrading existing infrastructure	Providing sanitation solutions in informal settlements Upgrading the existing Waste Water Treatment works	Install VIP toilets Increase treatment capacity at Thabazimbi WWTW Construct new WWTW, outfall sewer and pumping mains in Northam

Sanitation		Strategic objectives: To ensure compliance to Green drop requirements in a sustainable way by high quality service		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	Obtained Green drop status score of	To provide quality waste water and an environment not harmful to human health and wellbeing	Implementing waste water quality monitoring program as per the requirements of Blue Drop accreditation	Analyze waste water quality on monthly basis to ensure good quality waste water conducive to the environment Implementation of water quality monitoring programme

Electricity		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	627 Smart meters installed in Thabazimbi town	To enhance revenue collection and sustainable electricity supply	Quantification of sustainability of power supply and consumption and respond to electricity theft	Installation of smart meters

Electricity		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	21 Streetlights and 4 High mast lights installed as at 30 June 2012	To improve public lighting	Provide public lighting	Upgrading of streetlights and high mast lights
	6 Switch gears upgraded as at 30 June 2014	To ensure provision of efficient and sustainable electricity supply to the consumers within the municipality's licensed areas of supply	Provide electricity infrastructure by ensuring sustainable supply Implementation demand side management programmes	Upgrading of electricity switch gears Replacement of HPS and MV lights with energy savings fittings and bulbs

Roads and Storm water		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Roads and Storm water		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	1Km of roads paved as at 30 June 2014 1Km of sidewalks constructed as at 30 June 2014	To ensure provision of new roads and storm water infrastructure while maintaining and upgrading existing infrastructure	Regular upgrading of roads, storm water and providing pedestrian sidewalks	Paving of Internal Streets (Ward 7,8, 9,10 and 12) Construction of new tarred roads in Thabazimbi

Parks, cemeteries and sport and recreational facilities		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Parks, cemeteries and sport and recreational facilities		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	9 dilapidated parks	To provide new parks while upgrading existing parks and open spaces	Upgrade existing parks and open new parks	Upgrading of existing parks
	Undeveloped open space as at 30 June 2014	To increase access to licensing services	Provide new parking spaces	Construction of parking bases and shades

Parks, cemeteries and sport and recreational facilities		Strategic objectives: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Parks, cemeteries and sport and recreational facilities		Strategic objectives: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	1 sport and recreation facility upgraded as at 30 June 2014	To provide basic sport and recreation facilities To provide new cemeteries while upgrading the existing at cemeteries in all towns	Upgrade the existing sport and recreation facilities as per the needs of the community Ensure appropriate planning and development of cemeteries	Upgrading of sports and recreation facilities Develop a cemeteries Master plan

Public Safety		Strategic objectives: Provide safety and security to human life To improve the free flow of traffic		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Public Safety		Strategic objectives: Provide safety and security to human life To improve the free flow of traffic		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	Dilapidated vehicle testing station	To promote road safety within the municipal area	Upgrade the existing vehicle testing station	Upgrading of Thabazimbi vehicle testing station
	550 Traffic signs installed as at 30 June 2014	To improve the free flow of traffic	Install traffic signs	Installation of traffic signs
	250 Intersections were marked as at 30 June 2014	To improve the free flow of traffic	Mark road surfaces	Road surface marking

Solid Waste		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Solid Waste		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 9: A responsive and accountable effective and efficient local government system Output 2: Improved Access to Basic Services	3 Licensed landfill sites.	To manage the waste effectively To ensure a clean and healthy environment thorough regular provision of refuse removal services to existing and new developments To ensure compliance with national legislation/policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate	Develop new landfill sites Providing refuse removal to existing and new developments Construction of waste transfer stations Encouraging the participation of SMMEs and cooperatives in waste service delivery and recycling Encouraging separation at source Complying with the requirements of the	Development of landfill sites Provide waste removal services to all including informal settlements Construction of waste transfer stations in all wards Development of a Waste Buy Back Centre in Thabazimbi and Northam Introducing the sorting from the households and municipal buildings Participate in the Greenest Municipality Competition

Solid Waste		Strategic objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
		waste minimization strategies To ensure maintenance of Greenest Municipality status	Greenest Municipality competition	

Building maintenance		Strategic objectives: To provide municipal building and facilities while upgrading existing ones		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities

Building maintenance		Strategic objectives: To provide municipal building and facilities while upgrading existing ones		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
<u>Institutional:</u> Upgrading of municipal buildings	Council chamber and finance offices upgraded	To maintain healthy and safe environment for the local community, visitors and employees	Upgrading municipal buildings	Upgrading municipal buildings Regular maintenance of municipal buildings

6.5 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT- CAPITAL PROJECTS OVER THREE YEARS (2016-2019)

Table: 78

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRIATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJ ECT NO.	PRIORIT Y	PROJECT NAME	PROBLEM STATEMENT	LOCAT ION/ WARD	KEY PERFORMANCE INDICATOR (KPI)	TARGET	MTEF						Funde r
							2016/17		2017/18		2018/19		
							Annual target	Estimate d budget	Annual target	Estimate d budget	Annual target	Estimate d budget	
LTBS-1	Water	Thabazimbi upgrading of water network	Ageing infrastructure	2,9,10 and 12	Number of households provided with sustainable water supply	11 000 households	-	-	5 500	R20 000 000	5 500	R30 000 000	Anglo American Platinum
LTBS-2	Water	Refurbishment of existing boreholes	Equipment is in a bad condition	2,3,4,9, 10 and 12	Number of boreholes upgraded	12 boreholes	4	R1 100 000	4	R800 000	4	R1 500 000	MWIG
LTBS-3	Water	Drill, test and equip new boreholes, and reticulation extension	High water demand	2,3,9.10,12	Number of new boreholes developed, equipped and reticulation extension	7	7	R4 800 000	-	-	-	-	MWIG
LTBS-	Water	Elevated	Low pressure	9	KL of additional	80	80	R1 600	-	-	-	-	MWIG

4		storage tank (80KL)	head for supply of water to higher lying areas		storage created			000					
LTBS-5	Water	Installation of bulk water meters	Poor water demand management and cost recovery	2,4,7,8,9,10,12	Number of Bulk water meters installed	1 694	-	-	500	R500 000	1 194	R1 000 000	MWIG
LTBS-6	Water	Review Water services development plan	Poor water resources and demand planning	All	Number of WSDPs reviewed	1	1	R1 500 000	-	-	-	-	TLM
LTBS-7	Water	Review of Water conservation and demand management strategy (WCWDM)	Poor water demand management and high water losses	All	Number of WCDM strategies reviewed	1	1	R1 500 000	-	-	-	-	TLM
LTBS-8	Water	Development of Water Safety Plans- (Blue and Green Drops)	Inefficient water management and non compliance to Blue Drop and Green Drop	1, 2, 3, 4, 5, 6, 7,8,9,10,11,12	Number of Safety Plans reviewed	1	1	R1 026 000	-	-	-	-	TLM

LTBS-9	Water	Domestic water meter replacements	Certification Water meters are not read and resulting in loss of revenue	2, 7 and 8	Number of domestic water meters replaced	5 000	-	-	2000	R13 000 000	3000	R15 000 000	TLM
LTBS-10	Water	Regorogile construction of a new reservoir	Reservoirs in a bad condition with multiple cracks in the structure and a great amount of water is lost each year	2,9,10, 12	ML/day of additional storage facilities created	10	10	R20 000 000	-	-	-	-	Anglo American Platinum
LTBS-11	Water	Raphuti / Leeupoort water purification package plant (0.5ML)	Poor water quality with high content of fluoride	4	Number of Water Purification Package plants installed	1	1	R2 500 000	-	-	-	-	MWIG
LTBS-12	Water	Thabazimbi and Northam Upgrading of Water Reticulation	Poor water distribution in the water network as a result of ageing infrastructure	2, 7, 8	Km of pipes replaced	5	-	-	3	R10 000 000	2	R5 000 000	TLM

LTBS-13	Water	Establish Spitskop water Supply Zone	Infrastructure for new developments	2	Number of Feasibility studies conducted	1	-	-	1	R1 500 000	-	-	TLM
LTBS-14	Sanitation	Thabazimbi upgrading of WWTW	Insufficient waste water treatment capacity and effluent polluting the environment	2,9,10 and 12	MI/day of additional waste water treatment capacity created	1.5	1.5	R14 500 000	-	-	-	-	TLM
LTBS-15	Sanitation	Northam construction of a new WWTW	Current oxidation ponds overloaded	7 and 8	MI/day of new waste water treatment capacity created	5	-	-	5	R92 000 000	-	-	Anglo American Platinum
LTBS-16	Sanitation	Leeupoort / Raphuti construction of sewer reticulation	The current septic tanks and French drains have a potential of contaminating ground water	4	Km of sewer upgraded	15	-	-	7.5	R15 000 000	7.5	R18 000 000	TLM
LTBS-17	Sanitation	Construction of VIP toilets in Rooiberg, Skierlik,	The current pit latrines have a potential of polluting the	2,1,3, 4,6	Number of VIP toilets installed at informal settlements	1300	400	R3 213 400	400	R4 000 000	500	R5 500 000	MIG

		Dwaalboom , Jabulani, Phatsima	environment										
LTBS-18	Electricity	Raphuti and Northam installation of High mast lights	Insufficient visibility due to non street lighting	4,7,8	Number of high mast lights installed	12	4	R2 500 000	4	R3 000 000	4	R4 000 000	MIG
LTBS-19	Electricity	Raphuti and Northam installation of Highmast lights	Insufficient visibility due to non streetlighting	4,7,8	Number of streetlights installed	50	21	R2 500 000	29	R3 500 000	-	-	MIG
LTBS-20	Electricity	Installation of electricity pre-paid meters	Poor revenue collection due to faulty meters and illegal connections	9 & 10	Number of smart meters installed	8 033	3868	R27 000 000	2132	R25 000 000	2033	R26 000 000	TLM/Dep of Energy
LTBS-21	Electricity	Energy efficiency demand side management	No mechanism demand side management	All	Number of lights retrofitted with energy savings fitting and bulbs	3000	1000	R4 000 000	1000	R4 000 000	1000	R4000 000	DoE
LTBS-22	Electricity	Raphuti Electrification of RDP	Households without electricity and	4	No of HH electrified	200	-	-	200	R6 000 000	-	-	INEP

		Houses	illegal connections										
LTBS-23	Electricity	Schilpadnest Electrification of Informal Settlement	Households without electricity	3	No of HH electrified	4500 households	-	-	2250	R18 500 000	2250	R19 000 000	TLM
LTBS-24	Electricity	Replacement of medium voltage overhead and underground lines	Poor electricity distribution	2,9, 10 & 12	Km of MV cables replaced	5km	-	-	2.5	R10 000 000	2.5	R12 000 000	TLM
LTBS-25	Electricity	Replacement of low voltage overhead and underground lines	Poor electricity distribution	2,9, 10 & 12	Km of LV cables replaced	10km	--	-	5	R15 000 000	5	R15 000 000	TLM
LTBS-26	Electricity	Replacement of 11KV and 6.6KV switch gears	Ageing equipment	2	Number of switch gears upgraded	45	15	R3 000 000	15	R5 000 000	15	R6 000 000	TLM
LTBS-27	Electricity	Construction of	Infrastructure for new	2	MVA of additional electricity capacity	20	-	-	20	R30 000	-	-	TLM

		Doornhoek substation	developments		created					000			
LTBS-28	Electricity	Upgrading of mini substations	Faulty and ageing infrastructure	2	Number of mini substations upgraded	13	-	-	8	R10 000 000	5	R5 000 000	TLM
LTBS-29	Road and Stormwater	Regorogile Paving of Internal Streets (Ward 9,10 and 12)	Poor internal road network resulting in limited accessibility	9,10,12	Km of roads paved	10	4	R6 500 000	4	R15 000 000	2	R7 000 000	MIG
LTBS-30	Road and Stormwater	Thabazimbi construction of new tarred roads	Poor internal road network resulting in limited accessibility	2,9, 10 & 12	Km of new tarred roads constructed	10	4	R8 339 400	3	R13 500 000	3	R15 000 000	TLM/K UMBA Iron Ore
LTBS-31	Road and Stormwater	Rooikuilspuit storm water control measures	Poor storm water control	2	Km of stormwater channel/inlet pipes constructed	6km	-	-	3	R 7 000 000	3	R 8 000 000.00	TLM
LTBS-32	Road and Stormwater	Regorogile storm water control measures	Poor storm water control	9 & 10	Km of stormwater channel/inlet pipes constructed	5km	-	-	5	R 6 000 000	-	-	TLM

LTBS-33	Road and Stormwater	Northam Extension 5 & 7 upgrading of internal streets	Poor internal road network resulting in limited accessibility	7 & 8	Km of roads paved	10km	2	R 6 000 000	4	R15 000 000	4	R17 000 000	MIG
LTBS-34	Road and Stormwater	Eland Street bridge upgrade	Poor storm water control	2	Number of bridges upgraded	2	-	-	1	R1 000 000	1	R4 000 000	TLM
LTBS-35	Road and Stormwater	Deena Street bridge upgrade	Poor storm water control	2	Number of bridges Upgraded	2	-	-	1	R1 000 000	1	R4 000 000	TLM
LTBS-36	Road and Storm water	Developme nt of roads and storm water master plan	Poor planning and budgeting	All	Develop Roads and storm water master plan	1	-	-	1	R1 500 000	-	-	TLM
LTBS-37	Road and Storm water	Leeupoort upgrading of stormwater channel	Poor storm water control	4	Km of storm water channel/inlet pipes	3km	-	-	3	R6 000 000	-	-	TLM
LTBS-38	Road and Storm water	Regorogile Ext 5 Paving of Internal	Poor internal road network resulting in limited	9,10,12	Km of roads paved	7km	-	-	4	R8 000 000	3	R6 000 000	TLM

		Streets – Phase 2	accessibility										
LTBS-39	Road and Storm water	Raphuti paving of internal streets	Poor internal road network resulting in limited accessibility	4	Km of roads paved	6km	3	R6 000 000	3	R7 000 000	-	-	MIG
LTBS-40	Admin and Council Support	Upgrading of Municipal buildings	Ageing infrastructure	2,7,8,10,4	Improve quality of service delivery standards	100%	100	R3 010 732	-	-	-	-	TLM
LTBS-41	Cemeteries	Thabazimbi, Northam and Raphuti Construction of cemeteries	Current cemeteries full	2, 4,7,8,9,10,12	Number of cemeteries Constructed	3	-	-	1	R4 000 000	2	R5 000 000	MIG
LTBS-42	Parks	Upgrading of Thabazimbi Parks	Parks in poor conditions	2, 7, 8,10	Number of parks upgraded	15	9	R800 000	3	R1 200 000	3	R1 200 000	TLM
LTBS-43	Solid Waste	Development of new landfill sites	Current landfill site overloaded	2,4,7, 8	Number of landfill sites constructed	4	3	R4 500 000	1	R4 000 000	-	-	MIG and TLM
LTBS-44	Sports and Recreation	Upgrading of sport and recreation facilities	Ageing infrastructure	2,4,7,8	Number of sport and recreation facilities upgraded	5	3	R3 500 000	1	R4 000 000	1	R4 500 000	MIG
LTBS-	Solid	Purchase of	Insufficient	7,8	Number of 22	1	-	-	1	R2 00	-	-	TLM

45	Waste	a 22 cubic meter compactor truck.	waste collection vehicles		cubic meter compactor trucks purchased					0 000			
LTBS-46	Solid Waste	Thabazimbi upgrading of Weigh Bridge at landfill site	Weigh Bridge in poor condition	2	Number of Weigh Bridges upgraded	1	-	-	1	R1 000 000	-	-	TLM
LTBS-47	Solid Waste	Development of Thabazimbi and Northam Waste Buy Back Centres	Poor waste management and recycling	2,7,8,9,10, 12	Number of waste buy back centres developed	2	1	R25 000 000	1	R25 000 000	-	-	PPC Mine/TLM
LTBS-48	Licensing	Road intersection markings	Faded road surface	All	Number of intersections marked	1800	600	R350 000	600	R400 000	600	R450 000	TLM
LTBS-49	Licensing	Upgrading of Thabazimbi Vehicle Testing Station	Ageing infrastructure	2	Number of vehicle training station upgraded	1	1	R1 000 000	-	-	-	-	TLM
LTBS-50	Licensing	Construction of parking bays	Inadequate parking space	2	Number of parking bays constructed	100	50	R650 000	50	R800 000	-	-	TLM
LTBS-	Licensing	Installation	Poor free	All	Number of traffic	1 800	600	R300	600	R400	600	R500	TLM

51	g	of Traffic signs	flow of traffic		signs installed			000		000		000	
LTBS-52	Library	Development of Library facilities.	Insufficient Library facilities	2,7,8,9,10,12	Number of Library facilities constructed	3	1	R10 000 000	1	R11 000 000	1	R12 000 000	DSAC
Total							5 795.5	R155 197 032.00	15 378	R421 600 000.00	11 246	R251 650 000.00	

CHAPTER 7 : SPATIAL PLANNING AND DEVELOPMENT

7.1 INTRODUCTION

This chapter provides an analysis of the spatial development within Thabazimbi Municipal area. The Municipality is located in the South-western part of the Limpopo Province. It has Botswana as its international neighbour and a mere two hour drive from Tshwane. Its location is against the foothills of the majestic Waterberg mountains in one of the most scenic mountain regions of South Africa. The principal peaks are the Ysterberg, Boshofberg and Kransberg. Thabazimbi lies within the southern African bushveld eco region of Limpopo, renowned for cattle ranching and game farming. Platinum and iron ore mining are major contributors to the economy of the region. The total area of the Thabazimbi Local Municipality is approximately 986 264.85 ha. It consists mainly of commercial farms, game farming, etc. but a few towns and informal settlements are found in the area. There are no former homeland areas located within the municipal area.

7.2 LEGISLATIVE REQUIREMENTS

Development in Thabazimbi Municipal area is directed and guided by a wide range of legislation. Some legislation are discipline specific (eg housing, transport and environment) while others are generic in nature, focusing on planning processes, alignment of planning processes, and the legal requirements pertaining to plans to be compiled.

The following is a summary of some legislations and guidelines for spatial development :

7.2.1 National Development Plan

This Plan has its emphasis on the upgrading of informal settlements, job creation and urban renewal in former township areas and urban densification within existing urban fabric and along corridors

7.2.2 Limpopo Growth and Development Strategy (PGDS) 2004 – 2014

The PGDS focuses on improving the quality of life of people, growing the economy of the Province and sustainable job creation, pursuing Regional integration as well as improving the institutional efficiency and effectiveness of government.

7.2.4 Limpopo Spatial Rationale 2002 & Limpopo Provincial SDF 2007

The main objective of the Spatial Rationale (2007) was to formulate a spatial framework which would guide and encourage investment in the Province. The goal was to achieve spatially balanced development across the Limpopo Province by focusing investment in viable settlements.

7.2.5 Limpopo Employment, Growth and Development Plan (LEGDP) 2009 – 2014

The focus of LEGDP is mainly on Mining and Mineral Beneficiation industries, Enterprise Development for SMMEs and Cooperatives, Regional Economic Development and integration, Water resource Development and Demand management, Agriculture and rural development as well as environmental and natural resource development.

7.2.6 Spatial Planning and Land Use Management Act (SPLUMA)

During 2013 the SPLUMA was promulgated. This legislation replaces the SDF Guidelines contained in Government Gazette No 22605 and puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for national and regional spatial frameworks as well as provincial and municipal spatial frameworks, implying that a package of plans will be undertaken from national to municipal level to direct and ensure uniform regulation of land use management. The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance spatial justice, spatial sustainability, efficiency, spatial resilience and good administration.

7.2.7 Waterberg District SDF 2013

The Waterberg SDF promotes the stimulation of priority nodes and corridors by means of focused investment in areas where settlement must be encouraged, and redevelopment initiatives that engender consolidation of settlement areas while discouraging excessive investment in areas where settlement must be discouraged.

7.2.8 Thabazimbi Spatial Development Framework

Thabazimbi SDF was reviewed and adopted by Council in 2015. The reviewed SDF document gives effect to the principles of land development as well as setting out objectives that reflect the desired spatial form of the Municipality. It identifies programmes and projects for the development of land within the Municipal area.

7.3 SPATIAL DEVELOPMENT CHARACTERISTICS

7.3.1 SETTLEMENT PATTERNS AND DEVELOPMENT

URBAN SETTLEMENTS IN THABAZIMBI MUNICIPAL AREA

THABAZIMBI/ REGOROGILE	Main hub of the Municipal area. It has a well-established business and industrial area with sizable residential developments. It provides the majority of services to the rest of the municipal area.
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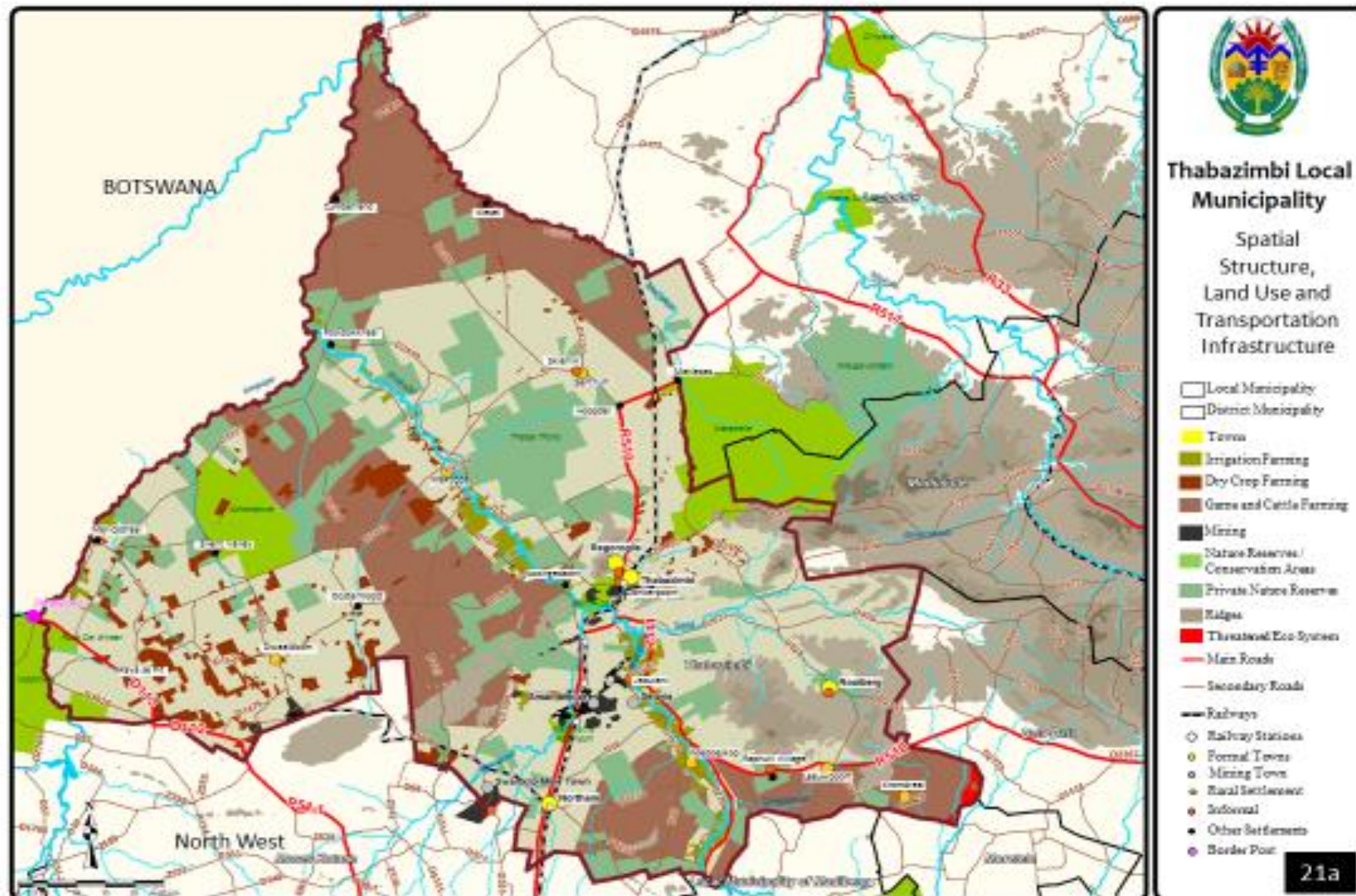
NORTHAM	The second largest town in the Thabazimbi Municipal area. It has a well-established business sector (albeit smaller than Thabazimbi) and caters for the residents of the Northam town, as well as for the wider farming and mining areas.
ROOIBERG	A small rural town that originated as a mining town. Today no more mining activities take place and the town is mostly inhabited by residents involved in local businesses, which is primarily tourist and property related, as well as by retired citizens. A Low Cost Housing project has been approved by the former DoH and provision was made for ± 200 new houses. The farms that are located in and around Rooiberg also accommodate farm workers.
DWAALBOOM	A small town also referred to a mining town with the focal point being the PPC mine. Dwaalboom residents reside in the surrounding farm areas or in PPC houses. It has a various supporting social and business amenities. Thabazimbi provides key specialised services. The farms that are located in and around Dwaalboom also accommodate farm workers.

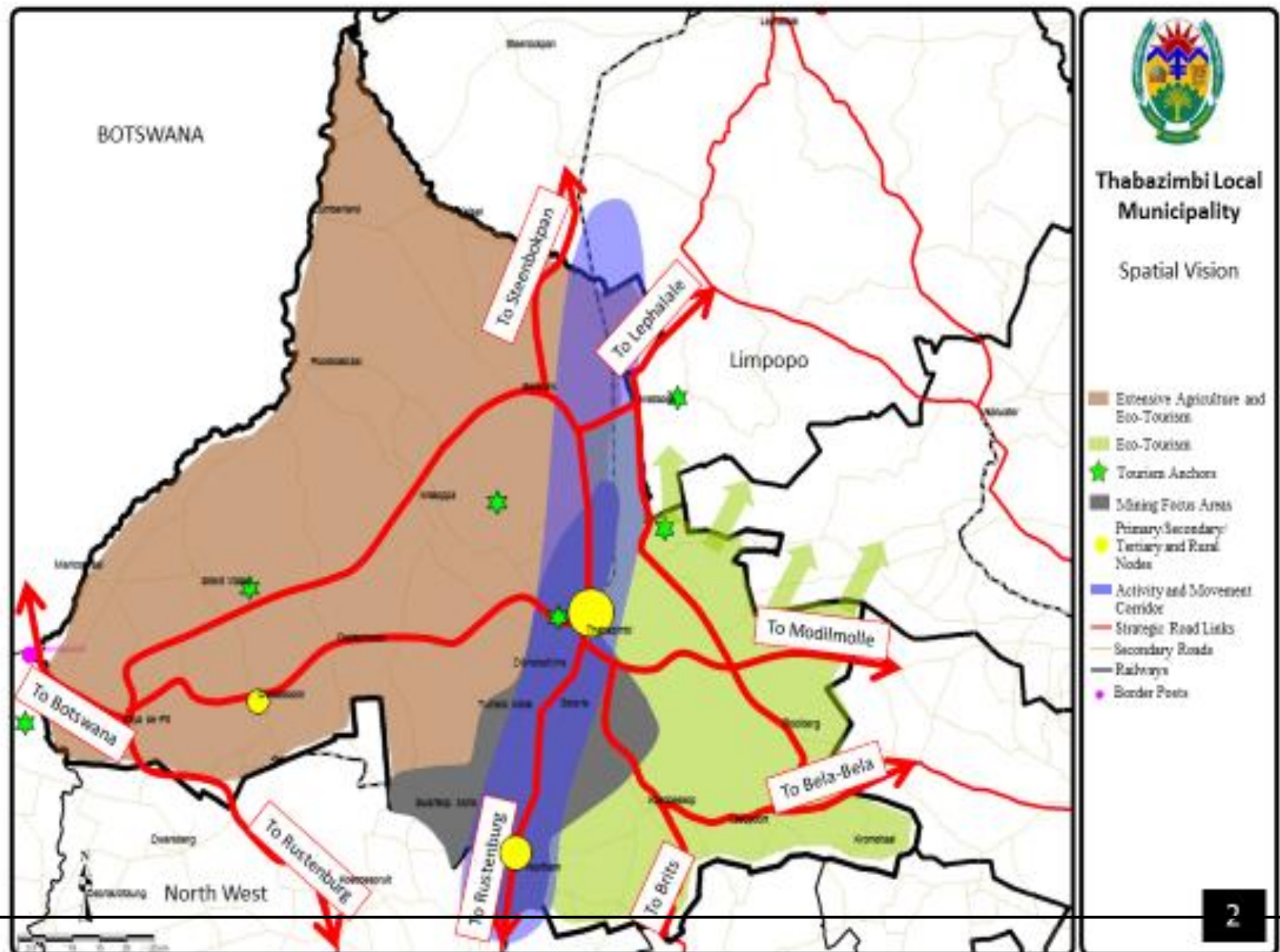
Other predominantly rural settlements in the Thabazimbi Municipal area are; Leeupoort, Kromdraai, Koedoeskop, Makoppa and Sentrum. These smaller settlements are mostly rural residential in character with ancillary small-scale businesses. *[Rural areas are defined as: the sparsely populated areas in which people farm or depend on natural resources, including the villages and small towns that are dispersed through these areas. (RURAL DEVELOPMENT FRAMEWORK, 1997)]* The following table describes the rural settlements:

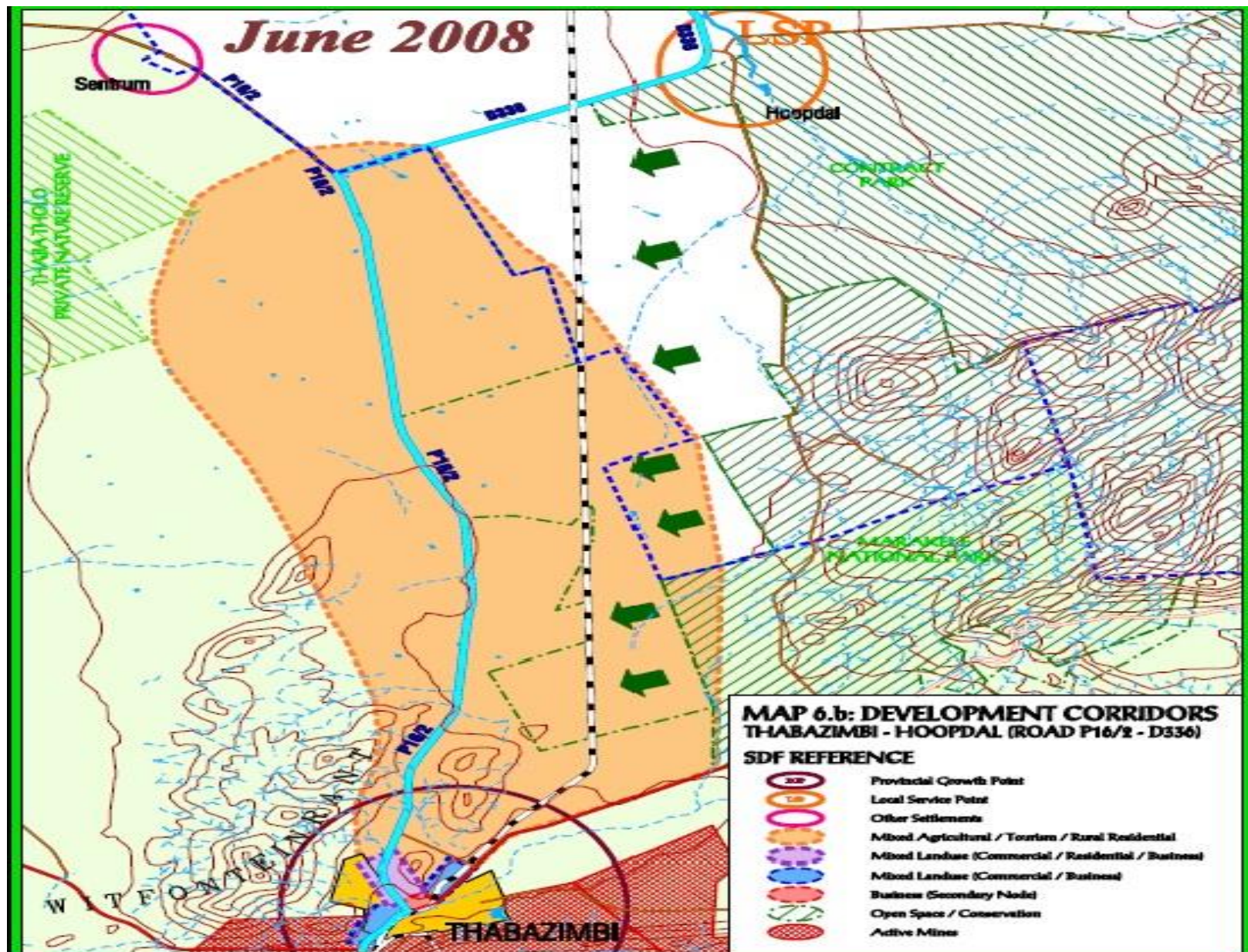
RURAL SETTLEMENTS IN THABAZIMBI MUNICIPAL AREA

Leeupoort (including Raphuti Stad)	A so-called “Holiday Township”, but proclaimed as a formal public township. It has specific eco-life style natural living areas. The township is characterised by gravel roads, borehole water, septic tanks with limited boundary fences around dwelling houses and game is roaming freely within the confines of Leeupoort. In respect of Raphuti (a.k.a. Leeupoort Vakansiedorp Extension 7) 100 government subsidies have been approved by the DoH but no houses have yet been built. [Also refer Error! Reference source not found. regarding informal settlement Raphuti.]
Kromdraai	A grouping of “agricultural holdings” and has a distinct rural character. Some businesses, guest houses and lodges are found in this settlement but residents are dependent on Thabazimbi or Bela-Bela for primary services. There are a number of farm workers working and staying in this area.
Koedoeskop	A small rural settlement with a small number of residents. It provides a low level commercial service to the farming community in the area. The surrounding area is mostly agricultural and utilised for irrigation farming. There are a number of farm workers working and staying in this area.
Makoppa	This settlement is characterised as a typical farming community with predominant agricultural land uses including a large number of game farms. It provides a low level commercial service to the farming community in the area. There are a number of farm workers working and staying in this area.
Sentrum	This settlement is a small-scale rural settlement with a small number of residents. It is totally dependant on

	Thabazimbi for basic and primary services. The area is mostly known for game and cattle farming. There are a number of farm workers working and staying in this area.
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Thabazimbi is characterised by a number of informal settlements. The following table describe the various informal settlements.

INFORMAL SETTLEMENTS IN THABAZIMBI MUNICIPAL AREA

Schilpadnest "Smash block"	Located close to Amandelbult (mine area). Settlement is reaching alarming proportions as no formal infrastructure service are in place. Many efforts have been made by in the past by different authorities to resettle the people or to formalise the area for residential purposes but without success.
Jabulani	Located close to Northam Platinum Mines on the farm Elandskuil. No infrastructure services. Municipality supply's water by truck. The settlement is growing on a constant basis. Inhabitants are most likely local mine workers and farm workers from the nearby farms.
Rooiberg	Located south-east of Rooiberg Town. Land is affected by undermining and the Municipality should as a matter of urgency relocate the people staying here. The Department of Minerals and Energy has already notified the Municipality in writing that it is not safe for people to stay on this property.
Raphuti village	Located at Leeupoort Township. A formal township application has already been launched, i.e. Leeupoort Vakansiedorp Extension 7 to formalise this area, but proclamation has been drawn out for a number of years. The Provincial Government granted 100 subsidies in favour of this project but no houses have yet been built.
Donkerpoort Informal: Thabazimbi	Located in Thabazimbi on a part of the Remainder of the farm Donkerpoort 344 KQ, on entering Thabazimbi Town. This settlement is close to a stormwater channel running from Regorogile which could pose danger during high floods and rainy seasons.
Regorogile Informal	Located in Regorogile Extension 3 & on parts of the farm Rosseauspoort 319-KQ and Apiesdoorn, 316-KQ. This settlement is partly located within an ESKOM servitude area and should be relocated. The remaining area could be formalised into a proper residential township.
Dwaalboom Informal	Located in the Dwaalboom area on Portion 7 of the farm Dwaalboom, 217-KP. Approx. 10 new units have also been built on Portion 3, Dwaalboom, 217-KQ, all southwest of the Road D2707.
Skierlik	Located on the farm Groenvley, 87-KQ in Sentrum next to a school property owned by the Department of Public Works. No infrastructure services. The settlement is growing on a constant basis. Inhabitants are most likely people that were retrenched from nearby farms and other home less people in the area.
Northam Illegal Occupants	In Northam Extension 7 people are illegally occupying the houses in this township area.

Another informal settlement affecting Thabazimbi, although it is not situated within the Thabazimbi borders is Thulamashwana. This settlement is on the border between Limpopo and North-west Province on the Anglo mining land. Anglo wishes to relocate these people into Thabazimbi Municipality to a location that is more suitable. For this reason Thulamashwana will be highlighted in the Thabazimbi Housing Strategy.

Thulamashwana	Located near the border between Limpopo and Northwest Province. No infrastructure services. The settlement is growing but is situated within an area that is regarded as unsafe and to be used by the mine for shaft purposes.
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Various formal Mining settlements are also found within the municipal area, i.e. Setaria, Swartklip and Amandelbult. The following table describes these mining settlements.

TABLE 8: MINING SETTLEMENTS IN THABAZIMBI MUNICIPAL AREA

SETARIA	Formally proclaimed township at the Northam Platinum Mine with residential, business and other erven. Setaria is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.
SWARTKLIP	Residential area with ancillary land uses including business, social and other erven at the RPM Union Section Mine. Swartklip is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.
AMANDELBULT	Residential area with ancillary land uses including business, social and other erven at the Anglo Platinum Mine. Amandelbult is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.
RETHABILE	Residential area with ancillary land uses at the Anglo Platinum mine. Rethabile is a residential area which is totally dependant from Thabazimbi Municipality regarding infrastructure services ie water, sanitation, electricity, roads and storm water.
DWAALBOOM	Residential area with ancillary land uses on the farm Dwaalboom approximately 10 km north of the PPC Mine. It is residential township totally independent from Thabazimbi regarding infrastructure services ie water, sanitation, electricity, roads and storm water.

7.3.2 DEVELOPMENT STATUS

a)Township Proclamations :

- Regorogile ext 6 (338 stands) - Proclaimed
- Regorogile ext 7 (106 stands) - Proclaimed
- Regorogile ext 8 (1004 stands – new township) – Proclaimed – PPP agreement signed for integrated housing development
- Rooiberg ext 2 (363 stands) - Proclaimed
- Raphuthi/Leeupoort ext 7 (157 stands - new township) – in a process...
- Northam ext 7 (636 stands)- Proclaimed

b)Stands Available

Description	Residential stands	Business Stands	Serviced /Not serviced
Erf 1731 Thabazimbi ext 9	44	0	Not serviced
Regorogile (behind council building)	110	0	Not serviced
Regorogile ext 8	977	8	Not serviced
Regorogile Erf 490	0	1 business stand ideal for a shopping complex ($\pm 10\,891\text{m}^2$)	Not serviced
TOTAL	1 131	9	All not serviced

7.3.3 SPATIAL CHALLENGES AND OPPORTUNITIES

- Lack of land for development owned by the Municipality affecting mostly low –cost housing and SMME development
- Formalization of 12 informal settlements (Raphuti, Smashblock, Jabulani, Groenvlei/Skierlik, Ga- Botha, Meriting, Phatsima, Dwaalboom, Mamoraka, Northam ext. 20, Rooiberg, Northam ext. 16/John Dube).
- Land Use contravention and illegal structures/activities throughout municipal area
- The process for township establishment and formalisation of informal settlements is generally long.
- Lack of services in proclaimed townships.
- The current infrastructure capacity does not cope with the growing development.
- Ageing infrastructure affects investments in the long run.

7.3.4 HIERACHY OF SETTLEMENTS

The Municipality has 13 settlements (inclusive of 6 informal settlements)

According to the Limpopo Spatial Rationale the Waterberg District Municipal area, in which include the Thabazimbi Municipality, has 6 Provincial Growth Points, i.e.:

- Bela-Bela
- Modimolle
- Thabazimbi
- Lephalale
- Mogalakwena
- Mookgopong

SETTLEMENT CLUSTERS	1 ST Order Settlements (Growth Points) [GP]	<ul style="list-style-type: none"> • Provincial Growth Point [PGP] • District Growth Point [DGP] • Municipal Growth Point [MGP]
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	2 ND Order Settlements (Population Concentration Points) [PCP]
SETTLEMENTS/ VILLAGES	3 RD Order Settlements (Local Service Points) [LSP]
	4 TH Order Settlements (Village Service Areas) [VSA]
	5 TH Order Settlements (Remaining Small Settlements) [SS]

GROWTH POINT AREA

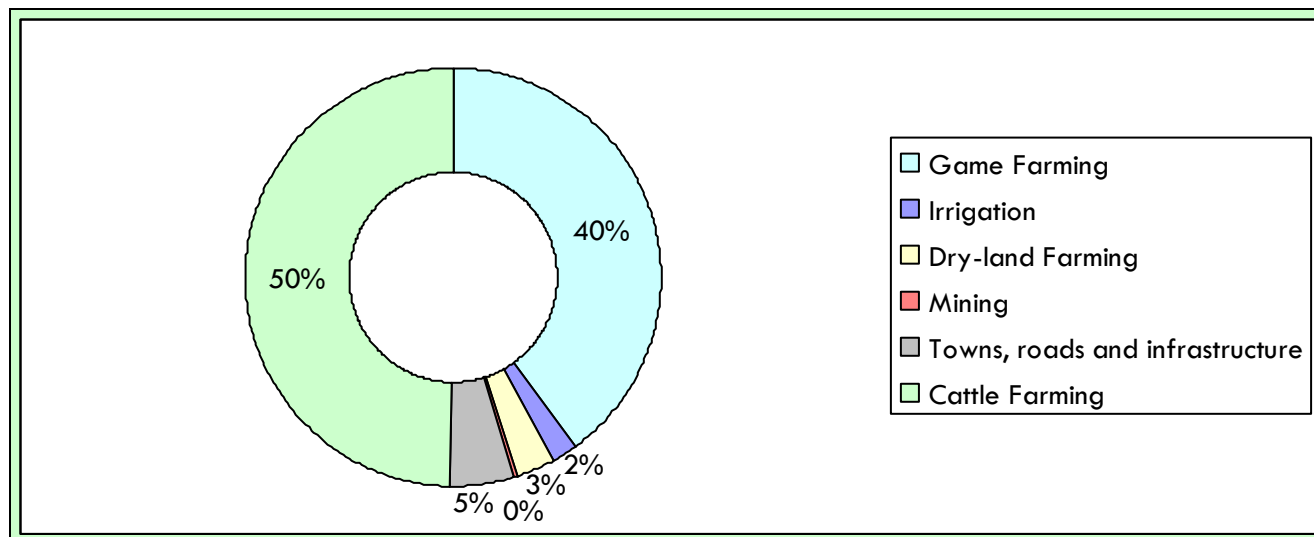
Thabazimbi/Regorogile is classified as a Provincial Growth Point (1st order settlement) and Northam as a Municipal Growth Point (1st order settlement). Dwaalboom and Rooiberg are classified as Local Service Points (3rd order settlements) while Leeupoort is classified as a 5th order settlement. The remainder of the municipal area consists of commercial farms.

7.3.5 LAND USE COMPOSITION AND SPATIAL TRENDS

The municipality covers an area of approximately 986 264. 85ha. Thabazimbi has adopted an SDF which is aligned to the spatial rationale of the LEGDP and the principles of the NSDP.

Approximately 40% of the land situated within the municipal area is utilised for game farming, +/- 2% for irrigation, +/-3% for dry-land farming, Mining 0.4% and approximately 5 % for towns, roads and other infrastructure. 50% of the area is utilised for extensive cattle farming.

PROPORTIONAL DIVISION OF LAND USES IN THE THABAZIMBI MUNICIPAL AREA



The configuration of the municipal area and the existing spatial pattern (topography, population distribution and sprawl) together with causal factors (landownership, established land uses) play a role in the spatial development of the area. The area's local economy depends largely on the Mining, Agriculture and Tourism sectors. The Municipality's spatial development is thus particularly influenced by these three sectors.

The purpose of spatial planning is to provide guidance in respect of decisions and actions towards the establishment of integrated and sustainable towns/settlements and development in general. It is flexible to reflect changing priorities, indicate desired patterns regarding land use, directions of growth, priority development areas, etc. Further, it does not infringe on existing land rights, and does not create any land rights, but guide future land uses.

This is in sharp contrast with land uses which is tighter, deals with individual properties and with the actual purpose for which a property is used. By studying land uses it is possible to identify land use patterns and these patterns will indicate influences such as the accessibility to minerals being the reason for a "mining belt" in a specific area.

Land uses should not be confused with land rights which are the statutory development rights applicable to each property. The municipality appointed three (3) Town Planners to ensure that the spatial vision of the municipality is realized.

7.3.6 DEVELOPMENT NODES AND CORRIDORS

(a) Development Nodes

There are some nodes that have been identified at major intersections, in urban as well as in the previously disadvantaged areas to encourage investment in these areas. In Thabazimbi in the newly approved Thabazimbi Extension 29 it is proposed that a new development node be developed at the intersection of the Van Der Byl Street extension and the Steenbok Street extension. This node will consist of a shopping complex, office node, retirement area and clinic with surrounding high density residential developments.

Other development nodes that have been proposed in the Thabazimbi area are along road D1485 by the expansion of the business area from Pick and Pay centre towards the area where Eland Street meets with road D1485, as well as along the road to Lephalale P16-2. Township establishment applications that include business rights on these portions of farmland are underway. It is proposed that the main entry road into Thabazimbi (D1485) should be utilised more optimally and commercial and light industrial activities could therefore be supported along this route on entering the township and along the road to Lephalale (P16-2). The development along side these routes should contribute to enhance the first impressions of the Thabazimbi area. The areas are ideal for alternative uses like commercial activities and light industrial activities.

In Northam a new development is proposed in the proposed Northam Extension 8 which is a large scale residential township. The development node will be located adjacent to Road 1235 to Brits and Koedoeskop which is a main arterial and will promote the access and visibility of this node.

Specific Development Nodes: Tourism

The Thabazimbi Municipal area has significant natural and cultural features which could be utilised for focused tourism development. The Marakele National Park has its main gate close to 12km from the Thabazimbi CBD. This in itself creates specific potential for the Park and the surrounding area as a tourism development node. Recent property development alongside the Park is characterised by eco-orientated rural residential estates that attracts many investors from Gauteng. These developments together with the Park collectively creates the need for further tourism development as people visiting the Park and these development have a need to explore and spend leisure time in the area. The increased tendency of people visiting

the area lies particularly in the recent move towards eco-tourism activities and venues. Eco tourism is the specific form of tourism where the activities are focused on the natural resources, e.g. wild life, scenic areas, etc. Tourism has been identified as one of the economic pillars in the Limpopo Province. To achieve economic growth in the tourism field it must be ensured that the tourist destinations are well planned and protected.

- The Limpopo Province is divided into four tourism regions, i.e.:
- The Capricorn Region (Central Section);
- The Bushveld Region (Western Section);
- The Soutpansberg Region (Northern Section); and
- The Valley of the Olifants (Eastern Section).

Thabazimbi is located in the Bushveld Region within an area that has a variety of fauna and flora, which is free from malaria and is relatively close to the major

centres and airports. The Bushveld Regions (Waterberg) are seen as one of the most popular tourist destinations, at this point in time. The Marakele National Park (MNP) is the main tourist attraction in the Municipal area. Further development and the enlargement of the Marakele National Park should be promoted and eco tourism alongside the park and in other areas in the municipal area should be promoted.

Strategic and Primary Tourism Development nodes have been identified and all forms of eco-tourism should be promoted in these nodes. The Strategic Tourism Development node indicates a wider area in the Municipality where eco-related land uses already occur. This node includes the Marakele National Park, mountain ranges, game reserves as well as private tourist developments such as game lodges, eco-estates, etc. where nature conservation is of highest priority. The Primary Tourism Development nodes refer to the areas around tourism corridors that could be developed for tourist related uses such as eco-estates/country estates, guest lodges, game farms, etc. The wider municipal area is furthermore a well-known hunting (professional and amateur) and private game reserve area. It attracts a large number of tourists to the area. The Municipality should therefore actively market the area as a primary eco-tourist destination. There is a tourism information centre in Thabazimbi. With the development of the local tourist sector it is imperative that the town will experience high tourism value and more tourists.

Social Service Nodes

Although most of the commercial and public amenities will concentrate in the urban areas, a few strategically located social service nodes have also been identified:

- In Thabazimbi a new Provincial Hospital, i.e. on a part of the farm Apiesdoorn, 316 KQ close to Regorogile. The area surrounding the proposed hospital site will be used for residential use as well as a mixture of commercial, institutional and light industrial uses.
- Another typical social service node in Thabazimbi is an existing node in the southern part of the proclaimed Thabazimbi where the Kumba Offices, Gymnasium, Department of Agriculture, Magistrate Court, Department of Internal Affairs and other supporting offices and smaller businesses are situated.

(b) Development Corridors

(1) Movement corridors

The existing main arterial roads will remain the primary movement corridors for the distribution of traffic within the municipal area. These roads should be improved to enhance access to the various development areas in the wider municipal area. A traffic network is therefore established throughout the area that will focus on both public and private transport while accommodating different modes of transport. Within urban areas the needs of pedestrian and cyclists should also be addressed. The Thabazimbi and Northam areas being the primary towns in the municipal area can in future develop as distribution centres, particularly to the adjacent farming communities. It will however be necessary to investigate the upgrading of some of the transport infrastructure to improve the comparative advantage of the area.

(2) Municipal Development corridor

There are some main arterials that function as prominent links between main towns within the municipal area or with main towns in neighbouring municipalities.

These roads are referred to as municipal development corridors. The following corridors are listed:

ROAD	DESCRIPTION
P16/2	Rustenburg-Thabazimbi-Lephalale: Link with the P84/1 situated in the Lephalale Local Municipality. Main route to the Botswana border (Stockpoort). Major residential nodes and Mines are concentrated and adjacent and in close proximity to this route. Link to the North West Province
P110/1	Thabazimbi-Brits (Madibeng): Access route to the North West Province (Brits/Madibeng)

P20/1	Thabazimbi-Bela Bela: Link between Thabazimbi and Bela-Bela. High volume of tourism activities on this route. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore.
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As municipal development corridors development will in future be concentrated along these routes to reinforce the links between the various towns in the municipality, as well as with neighbouring towns. Development along this road should however be limited to expand from the existing urban nodes towards one another, and dispersed nodes should be limited.

(3) Development Corridors

Particular development corridors have been identified in the municipal area. Some of these development corridors are also municipal development corridors, but some are internal routes.

- The main development corridor is the road between Growth Point 1 (Thabazimbi) and Growth Point 2 (Northam) that should be developed as a Development Corridor which will serve as a spine for the Municipal area. Commercial, industrial, residential uses and also small scale farming, practices, should be encouraged along Road P16-2 between Growth Point 1 and 2 in those areas not utilised for mining activities. Tourism development should also be supported in this corridor. As indicated in Map 6a areas to the west of the road is earmarked for "Agricultural/Tourism/Rural Residential" uses and to the east of the Road land uses proposed include "Agricultural/Commercial/ Industrial" uses. Around mining settlements further commercial and industrial uses that are related to mining activities will be supported. The Schilpadnest informal settlement is also located along this corridor and the formalisation of this settlement is proposed.
- The portion of Road P16-2 close to the Thabazimbi town can be referred to as a development corridor. Tremendous pressure for development of mixed land uses is experienced close to the T-junction with road D1485. Mixed land uses closer to the Thabazimbi urban area, that include residential, business, commercial and light industrial uses are proposed close to town. Further north (up to the turn-off to Lephalale – Road D338) particularly where farms have a direct view over the Kransberg mountain range or where properties are located adjacent to the MNP many rural residential lifestyle estates are underway. Tourism and eco-estate (rural residential) development are encouraged along this corridor up to the T-junction towards Hoopdal (Road D336).

- Road D1485 is an east-west route in the Thabazimbi area and links the town with Marakele National Park as well as the Kransberg and further towards Alma. [Refer to Map 6c] This road can be divided into two development corridors, i.e.:

- Commercial Development Corridor: Within the town of Thabazimbi this road has a very prominent function as it forms the main entrance to the town and subsequently provides access to many businesses. Business, commercial, light industrial, residential, municipal and tourism related uses should be encouraged along this route. Direct access from road D1485 to these businesses are not automatic and either the Thabazimbi Municipality or the Roads Agency Limpopo (RAL) should be approached to apply for direct access from this road. Where residential developments are located along this route only a single access point should be permitted and individual erven should gain access through an internal road layout. A building restriction line of 16m is applied throughout.
- Tourism Development Corridor: Due to the MNP's main entrance in this road, the road gained prominence as a tourism corridor. Many rural residential estates have already established along this route close to the MNP and tremendous development pressure is experienced for further development of tourism related uses and rural residential lifestyle estates, particularly in areas adjacent or opposite the MNP. Such developments should be supported as it benefits the local economy of the town, increase visitors to the MNP and draws more tourists to Thabazimbi (and Rooiberg). The viability of a separate cycle lane along this corridor should be investigated not only for tourist but also for local labourers that often used bicycles as their main mode of transport. Development along the tourism development corridor should not be unsightly and all illegal activities or land uses (such as addition dwelling units without permission) should be stopped. The possibility of a taxi/communal transport facility on the corner of Hamerkop Street and Road D1485 to Marakele National Park should be investigated.
- The road between Thabazimbi and Rooiberg, D928 is already utilised as a main access route between these two towns and also as a main feeder to the Marakele National Park (MNP). Part of National policy is that all roads leading to National Parks should be tarred. This road has already been earmarked for tarring and as soon as this is completed this will become a very prominent tourism route. A number of rural residential developments or eco-lifestyle resorts, guest houses and game lodges have already been developed along this route. Similar residential and tourist related land uses should be encouraged along this development corridor as it will not only benefit the Park, but also contribute towards the growth of Rooiberg as a tourist destination.

- Road P110-1 passes Koedoeskop towards Brits can also be viewed as a development corridor for tourism related uses and rural residential eco-estates. It forms a unit with Road P20/1 from Bela-Bela that is also characterised by tourism related uses and rural residential eco-estates. This road also experiences increased volumes of heavy vehicle traffic travelling between the northern parts of the Province and Northam, Thabazimbi and Lephalale.
- Road D869 - D2702 from Northam to Dwaalboom and towards the Derdepoort border post is also a prominent route that is soon to be tarred. This can be referred to as a mining development corridor with a further purpose to link Botswana (Gaborone) with Northam, towards Bela-Bela and Polokwane.

(4) Activity Corridor / Street

Main access to Regorogile, Eland Street, and Van der Byl Street in Thabazimbi as well as Road D1235 running past the Co-operative and Toyota in Northam are earmarked as activity streets. These streets will be made more pedestrian friendly and vehicle movement can be restricted. Amenities like traffic calming measures, hawker facilities, etc. may be developed along the activity street.

(5) Railway Link

The existing railway line between Northam, Thabazimbi and Lephalale primarily serves as an industrial line for local mines. The possibility of dual use for commuter travelling should be investigated. Of utmost importance is the improvement of safety around the railway link - particularly safe pedestrian crossings over the railway line in Thabazimbi town.

(6) Cycle Lanes

New cycle lanes are proposed along the road D1485 to Marakele National Park as well as along Road P16/2 towards Regorogile. The viability of these lanes should be investigated. The implementation thereof would contribute towards tourism development along Road D1485, as well as towards the accommodation of people without private transport living in Regorogile. Road P16/2 is well known for pedestrian accidents and with a new pedestrian/cycle lane between Regorogile and Thabazimbi the current situation could be improved.

7.3.7 LAND CLAIMS

SETTLED LAND CLAIM

PROJECT NAME	PROPERTIES RESTORED	TOTAL AREA(ha)	NO. OF HOUSEHOLDS
Motlhabatse Community	Remaining Extent, Portion 1 and Portion 2 of the Farm Colchester 17 KQ	2271.3743 in extent and amounted to R17, 000, 000.00.	77 households with 15 women headed households.

7.3.8 ILLEGAL OCCUPATION OF LAND

Name of informal settlement	Current Land Ownership	Possible Relocation?	Progress/Status
Raphuti	Municipal	Yes – due to logistics	Effectuated and ongoing
Smashblock	Private	Yes	Negotiations are ongoing with the owner of the identified land for relocations.
Jabulani	Private	Yes	Suitable land has to be purchased from private owners.

Groenvlei/Skierlik	Public Works	Yes – due to logistics	Awaiting land transfer from Public Works to Municipality.
Dwaalboom	Private	No	Suitable land has to be purchased from private owners.
Matikiring (Regorogile ext 10)	Municipal	Yes	Part of the settlement is about to be pegged. Temporary relocations affecting more than 800hh should take effect before survey step can be taken on the area.
Ga- Botha	Private	Yes	To be relocated to Regorogile ext 9, but households are more than the available stands.
Mamoraka	Private	Yes	Suitable land to be purchased
Phatsima	Private	Yes	Suitable land to be purchased
Northam ext 16	Municipal	No	In a process for proclamation
Northam ext 20	Municipal	No	In a process for proclamation

7.3.9 CHALLENGES AND OPPROTUNITIES OF THE LAND CALIMS

CHALLENGES/ CONSTRAINTS	OPPORTUNITIES
<ol style="list-style-type: none">1. The time to resolve a land claim is too long.2. Regarding Smashblock informal settlement there are too many role players being attended to resulting in the real issue not being treated.3. Lack of land for development and resettlement, i.e. Thabazimbi informal settlement.4. Inadequate staff compliment to deal with spatial and land use management.	<ol style="list-style-type: none">1. The locality of Smashblock in relation to the surrounding mines (work opportunities) is ideal for formalisation and individual ownership.2. The erection of RDP houses at such informal settlement with ideal locality can assist in the housing shortage. (Work opportunities close by should be a prerequisite).3. Assistance to a community as soon as acclaim has been finalised- to become economically viable can be channelled by the municipality.

7.4 OBJECTIVES, STRATEGIES AND PROJECTS

SPATIAL PLANNING AND DEVELOPMENT		Strategic objectives: To ensure sustainable spatial development with integrated human settlements		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 8 : Sustainable human settlements and improved quality of household life. Outputs for outcome 8 : Output 1 : Accelerated delivery of	Portions of Municipal land available in Northam, Regorogile, Rooiberg and Raphuti.	To develop integrated human livelihoods within the Municipal area on an ongoing basis.	Develop integrated human settlements in Northam, Regorogile and Rooiberg.	Township establishment in Northam ext 20, Rosseauspoort (Regorogile ext 10) and Rooiberg ext 3

<p>housing opportunities.</p> <p>Output 4 : More efficient land utilization.</p> <p>Outcome 9: A responsive and accountable effective and efficient local government system</p> <p>Outputs for outcome 9 : Output 3 : Implement community work programme and co-operatives.</p> <p>Output 4 : Actions supportive of human settlement outcomes.</p>			Rezoning and sub-division of residential stands	Rezoning and subdivision- Raphuti Phase 2
			Establish Development Plans and High Density Residential Zones	<p>Development Plan in Thabazimbi, Leeupoort & Dwaalboom</p> <p>High Density Residential Zone in Thabazimbi</p>
<p>Outcome 8 : Sustainable human settlements and improved quality of household life.</p> <p>Outputs for outcome 8 : Output 1 : Accelerated delivery of housing opportunities.</p> <p>Output 4 : More efficient land utilization.</p>	Lack of land for development owned by the Municipality.	To ensure orderly spatial planning and sustainable development within the municipal area on a continuous basis.	Facilitation of land for development of residential & business development and cemeteries.	Purchase of land for residential development, and for cemeteries in Northam and Regorogile.

<p>Outcome 9: A responsive and accountable effective and efficient local government system</p> <p>Outputs for outcome 9 : Output 3 : Implement community work programme and co-operatives.</p> <p>Output 4 : Actions supportive of human settlement outcomes.</p>				
<p>Outcome 8 : Sustainable human settlements and improved quality of household life.</p> <p>Outputs for outcome 8 : Output 1 : Accelerated delivery of housing opportunities.</p> <p>Output 4 : More efficient land utilization.</p> <p>Outcome 9: A responsive and accountable effective and efficient local government system.</p> <p>Outputs for outcome 9 :</p>	<p>12 Informal settlements within the Municipal area. These are Smashblock, Skierlik, Ga-Botha, Jabulani, Matikiring, Dwaalboom, Mamoraka, Phatsima, Raphuti, Northam ext 20, Rooiberg& John Dube/Northam ext 16</p>	<p>To ensure orderly spatial planning and sustainable development within the municipal area by 2019.</p>	<p>Formalise all informal settlements on either insitu or relocation basis.</p>	<p>Formalisation of informal settlement in Skierlik, John Dube, Matikiring and Raphuti on an in situ basis.</p> <p>Facilitate land for formalization of Smashblock, Jabulani, Dwaalboom, Mamoraka, Phatsima and Ga-Botha.</p>

Output 3 : Implement community work programme and co-operatives.				
Output 4 : Actions supportive of human settlement outcomes.				

PROJECTS PER KEY PERFORMANCE AREA, KEY PERFORMANCE INDICATOR AND PERFORMANCE TARGET
SPATIAL DEVELOPMENT PROJECTS

	KPA 1: SPATIAL DEVELOPMENT												
	STRATEGIC OBJECTIVE: To ensure sustainable spatial development with integrated human settlements												
PROJE CT NO.	PRIORI TY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION /WARD	KPI	TAR GET	MTEF						Funder
							2016/17		2017/18		2018/19		
							An nua l Tar get	Estimat ed Cost	An nu al Tar get	Esti mate d Cost	Annu al Targe t	Esti mat ed Cos t	
LTSD-2	Town	Township	Inadequate	7,8	Number of	1	1	R265		R250		-	MISA

	Planning	Establishment for Northam ext 20 (new)	residential stands in Northam due to population growth		township establishments			000		000			
LTSD-3	Town Planning	Purchase of land for cemeteries at Northam and Regorogile	Current cemeteries have reached their capacity	7,8,9,10,12	Number of land portions	2		0	1	R5 000 000	1	R5 000 000	TLM
LTSD-4	Town Planning	Title Deeds for proclaimed settlements – Rooiberg ext 2	Residents in Rooiberg ext 2 do not have the title deeds for their stands.	2	Number of title Deeds	295	-	-	29 5	R200 000	-	--	TLM
LTSD-7	Town Planning	Rezoning and subdivision- Raphuti Phase 2	Inadequate residential stands due to population growth.	4	Number of land portions t rezoned and subdivided	1	-	0	-	R150 000			TLM
LTSD-8	Town Planning	Township Establishment- Rosseauspoort (Regorogile ext 10)	Regorogile ext 10 is not formalized.	9	Number of townships established	1	-	0	-	R100 000		R15 0 000	TLM
LTSD-9	Town Planning	Township Establishment- Rooiberg ext 3 (new)	Inadequate residential stands due to population	2	Number of townships	1	-	0	-	R150 000		R15 0 000	TLM

			growth.										
LTSD-10	Town Planning	Formalisation of informal settlements : Skierlik, Smashblock, Mamoraka, Phatsima, Matikiring, Dwaalboom, Raphuti, John Dube, ga-Botha, and Jabulani.	These informal settlements do not have formal social and basic services.	All	Number of informal settlements to be formalised	10	-	-		R500 000	R500 000	R50 0 000	TLM
LTSD-11	Town Planning	Finalisation of township Establishment in Regorogile ext 9, Thabazimbi ext 58, Northam ext 16, & Raphuti	The township Establishment processes stalled due to financial constraints		Number of townships established	4	1	R90 000	3	R140 000	-	-	TLM
LTSD-12	Town Planning	Development Plans for Thabazimbi, Leeupoort & Dwaalboom (new)	Unstructured development growth in these areas		Number of Development Plans developed	2	-	-	1	R80 000	1	R90 000	TLM
TOTAL													

CHAPTER 8 : LOCAL ECONOMIC DEVELOPMENT

8.1 Introduction

This chapter will provide the Thabazimbi economic profile, the objectives and strategies as endorsed by the reviewed LED Strategy, as well as the projects. As the chapter unfolds, one has to realize that the LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life for the community. Of great importance is to also note that investment competitiveness and incentives promotion have to be conceived in a practical manner, as to create and direct economic change within the Municipal area

8.2 Legislative Requirements

Local Economic Development operate within a chain of various legislative and policy context. The following are some of the legislative components administering the LED within the Municipal area:

8.2.1 The Millennium Development Goals

The goals for the MDG involve, to eradicate poverty and hunger, halve the proportion of people who suffer from hunger between 1990 and 2015, promote gender equality and empowering women.

8.2.2 Limpopo Growth and Development Strategy (PGDS) 2004 – 2014

The PGDS focuses on improving the quality of life of people, growing the economy of the Province and sustainable job creation, pursuing Regional integration and improving the institutional efficiency and effectiveness of government.

8.2.3 The New Growth Path

The New Growth path is based on the importance of resource prioritization and stakeholder engagement, facilitation of decent work opportunities, reduction of inequality and end poverty in South Africa as well as identifying areas where employment creation can be possible on a large scale as a result of substantial changes in conditions within the country and globally.

8.2.4 National Development Plan

This Plan has its emphasis on the upgrading of informal settlements, extensive provision and prioritization of public transport, job creation and urban renewal in former township areas as well as urban densification within existing urban fabric and along corridors.

8.2.5 Thabazimbi LED Strategy

The LED Strategy was reviewed and adopted by Council in 2015. The Strategy is geared towards assisting the Municipality to identify LED opportunities as well as evaluating the most recent development changes in the local economy. It attempted to develop feasible plans to thrust the economy of the Municipality forward to additional paths of economic growth and expansion. It therefore ensures that the development opportunities have a definite geographic and spatial orientation to provide guidance for sustainable future planning.

8.3 ECONOMIC PROFILE

8.3.1 MAJOR ECONOMIC PATTERNS AND TRENDS

- The Mining, Agriculture/Farming/Hunting sectors are the most dominant economic sectors in the Municipal area.
- The Thabazimbi Iron Ore Mine (Kumba Resources) has only 20 years of production capacity left.
- The Agriculture sector in the Municipal area is declining, which poses a threat in terms of jobs on farms.
- Very little horticultural products are produced in the Thabazimbi Municipal area.
- Tourism Facilities in the area are adequate.
- The International status awarded to the Waterberg Biosphere can contribute in the marketing of the area in terms of:
 - i. Conservation,
 - ii. Development and
 - iii. Logistic support.
- The Commercial, Retail and Manufacturing sectors of the economy contributes very little to the Provincial economy.
- The Thabazimbi Investment Initiative is currently being negotiated with Stakeholders to promote and facilitate economic development in the area.

8.3.2 ECONOMIC PONTENTIALS

8.3.2.1 Mining

The mining sector is the most significant employer in the Thabazimbi area. It has also been instrumental through its recruitment practices in driving significantly in-migration into the municipal area, thereby contributing significantly to its current population profile. In addition to the current mining companies, there are still a number of unexploited mineral deposits in the Thabazimbi municipal area. There are still a number of unexploited mineral deposits in the Thabazimbi municipal area. The exploitation of these minerals currently depends on the market (demand) and viability to exploit these minerals. The viability to exploit these minerals also depends on future technology in the Mining Sector.

MINES IN THABAZIMBI AND MINERALS

NAME OF THE MINE	FARM PORTION WITH AREA REGISTRATION	MINERAL COMMODITY	LOCAL COMMUNITY
Anglo American Platinum (Amandelbult)	Amandelbult 383KQ	Platinum	Smashblock
Anglo American Platinum Union Section (Swartklip)	Swartklip 410 KQ	Platinum	Northam
Anglo American Kumba Iron Ore (Thabazimbi)	Kwaggashoek 345 KQ	Iron ore	Thabazimbi/ Regorogile
Northam Platinum (Zondereinde)	Zondereinde 384KQ	Platinum	Jabulani & Thabazimbi
Pretoria Portland Cement (PPC)	Grootvlei 160 KQ	Lime Stone	Dwaalboom
Chronimet Mine	Swartkop 369 KQ	Chrome	Smashblock
Rhino Mine	Roonval 441 KQ	Andalusite	Thabazimbi & Smashblock
Continental Cement	Nooitgedaght 136 JQ	Lime Stone	Raphuti
Andalusite Resources	Maroelasfontein 366 KQ	Andalusite	Smashblock
National ERTS & Mineral	Rhenosterkloof	Tigers Iron, Silica Sands, Tin Ore & Aluminium	Rooiberg

8.3.2.2 Agriculture

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
Thabazimbi	Soya Maize Manna Tobacco Paprika, Cow Peas Sorghum Lucerne Groundnuts Wheat Jug beans Sunflower	Citrus Peaches Grapes Tomatoes	Spinach Potatoes Tomatoes Cabbage Carrots Onions Curcubits and Spinach	Cattle: Afrikaner, Brahman, Nguni, Simmentaller, Senglen, Tuli, Bonsmara and, Van Rooyen. Goats: Boer goats. Poultry: New Hemisphere, White leghorns, Australops, Potchefstroom Kokoes, Black Leg Horns. Piggery: Large white, Minnesota and Landras.

- Established capacity to diversify livestock farming into the production of goats and game.
- Dedicated beef ranching, mixed farming of game and beef, as well as dedicated game farming are key livestock models available in Thabazimbi.
- The long-term viability of game versus cattle farming should be assessed.
- The meat processing factory and de-bushing of areas could provide a number of job opportunities.
- As part of the IDP process the basis for a GIS system has already been compiled which will include all farms in the area. A complete database of farmers and farming activities can be included in this system.
- Products from hunting operations in the area can be processed further e.g. skins, horns, etc.
- Training and development opportunities to strengthen skills in agriculture.

8.3.2.3 Tourism

- The international status of the Waterberg Biosphere, which includes the Marakele National Park, can create additional opportunities in the area.
- The possible extension of the Biosphere to include Madikwe, Atherstone, Thaba Tholo and Welgevonden Game Reserves.
- The Ivory Route.
- The new Tourism and Information Centre.
- Marketing of tourism facilities.
- The GIS system can be utilised to assist the Tourism Association to update information on facilities and activities.
- An established reputation for domestic recreational hunters.
- Strategically located as a tourist attraction area from Sun City and the Pilanesburg area to the south.
- An established destination for domestic recreational hunters.

8.3.2.4 Organised hunting

- Malaria free area.
- Safe environment.
- Sound infrastructure.
- Easily accessible from Gauteng.

8.3.2.5 Commerce and Retail

- Better Service - compare with services provided elsewhere.
- To improve the "Wildfees" or "Thabazimbi Game Festival " to also attract international visitors.
- Extend existing web page on Thabazimbi to include all businesses.
- Promote the establishment of SMME's by providing additional training.

8.3.2.6. Light Industry

- Training.
- Debushing of invaders to produce animal feeds.

8.3.2.7 Informal Sector

- Variety of informal development activities within the municipal area.
- Highly determined SMMEs.
- Though not yet much beneficiation, but the level of business skills improves.
- Up to 420 SMMEs registered in the informal sector.

8.3.3 JOBS CREATION

PERMANENT JOBS CREATED WITHIN THE MUNICIPALITY

Organization	Jobs created during 14/15	Jobs created from July – Dec 2015
Thabazimbi Municipality	3	1
Thabazimbi Hospital	52	66
Dept. of Health & Welfare/Social Dev	1	3
Dept of agriculture	0	1

Dept of Home Affairs	0	0
Dept of Public Works	0	10
LEDET	0	0
Dept of Labour	0	1
Dept of Correctional Services	0	0
Dept of Education	0	0
Dept of Justice & Constitutional Development	0	0
Amandelbult mine	Not submitted	Not submitted
PPC mine	14	8
Andalusite Resources mine	Not submitted	Not submitted
Kumba Iron Ore mine	29	18
Rhino mine	611	70
Chronimet	102	0
Marakele National Park	92	28

ABSA (Thabazimbi)	0	0
ABSA (Northam)	Not submitted	Not submitted
African Bank	0	0
Capitech	5	1
TOTAL	901	208

8.4 DEVELOPMENT CORRIDORS AND NODES

This section is fully detailed in chapter 7 (Spatial Planning & Development) above. In a nutshell, the major economic nodes and mines are adjacent and in close proximity to Provincial Road, which extends from Rustenburg to Thabazimbi. The majority of the mines are located between Thabazimbi and Northam. Provincial Road therefore acts almost as a spine for this Municipal area. The remainder of the area to the east and west of Provincial Road consists mainly of farmland. This presents an opportunity in terms of unlocking economic potential along those areas.

Existing Economic Activity Nodes

The SDF of Thabazimbi acknowledges all the existing nodes in its area of jurisdiction. These existing development nodes will remain important drivers of economic spin-offs for municipal development in the future. All CBD's will remain high density and high intensity commercial nodes with office development concentrating around them.

The following existing nodes are notable:

- Thabazimbi:
CBD, Pick and Pay Centre, Benathie Centre, as well as the neighbourhood centres of Delta-centre, Melkkan and the Regorogile business node.
- Northam:
CBD, new business complex in Extension 6.
- Rooiberg:
Business area in the crossing of Rooi Ivoor Street and Maroela Street
- Leeupoort:
Business area at the entrance with guesthouse/chalet complex and a caravan park with a social hall, swimming pool, Jacuzzi and kiosk, inside Leeupoort. Proposed business area on the farm Weihoek in proposed Leeupoort Vakansiedorp Extension 10.

8.5 STRATEGIC ECONOMIC DIRECTION

The LED initiatives are geared towards the betterment of the income profile of the local households and a broader community. As far as possible, steps should be taken to ensure an equitable distribution of income emanating from projects. Good results in this regard will be seen among cooperatives and joint ventures. This distribution of opportunities means that the development of the economy should as far as possible be performed against the background of national BBBEE guidelines. All development projects that are implemented should be guided by the employment creation as the ultimate goal of the project. Availability of skills and competency of workers is of paramount importance, which means that the Municipality should prioritise capacity building for the community at large. This can be done through a series of initiatives inclusive of business mentoring and SMME Incubations.

Sustainability is critical in terms of economic, social and environmental impacts. Thorough assessment of sustainability prior to the implementation of any LED initiative must be undertaken to limit the irresponsible application of resources as well as avoiding contravening the principles of the SDF. The identified economic pillars should be developed with a sense of building a local comparative advantage. This requires that investment constraints be mitigated through appropriate development interventions. Investment attraction from outside the Municipal area is critical, and this simply means that economic resources are injected into the local economy. Of importance further, is the deliberate effort of maximizing local levels of investments as well as the circulation of locally generated capital.

Linkages in the Municipal economic development context require that the flow of economic goods and services of both government and private sector be enhanced. This will improve efficiency in terms of 'doing things right with less' for the local community. While it is acknowledged that the resource constraints are a challenge, fostering Partnerships between the Municipality and other economic role players is a significant move to attain.

8.6 MAJOR ECONOMIC CHALLENGES WITHIN THABAZIMBI MUNICIPAL AREA

Mining

- Except for the Platinum mine, other mines within the Municipal area are generally matured
- High initial capital expenditure.
- Financial, administrative, organisational constraints for small-scale mining.

Agriculture

- The conversion of farming systems from conventional livestock production with or without game to dedicated game farming through financially attractive can lead to significant loss of jobs unless it is offset by downstream local beneficiation of game and game products, ongoing ecological management that absorbs labour, and higher value tourism activities.
- Short to medium prospects for large scale commercial animal feed production in Thabazimbi are not favourable
- Access to finance for emerging farmers.

- Conversion of agricultural land to game farming.

Tourism

- Roads are in a poor condition.
- Road signs not adequate.

Organised Hunting

- Access to finance mostly for black communities.

Commercial & Retail

- No work available for graduates/students.
- Productivity is relatively low.

Light Industry

- Finance and operational tariffs are high.

Manufacturing

- High costs involved in erecting manufacturing plants.

Informal Sector

- No proper institutional structuring of the local informal sector.
- No comprehensive informal sector strategy for the municipal area.
- Inadequate information on the true nature, extent and drivers of informal sector activity in the municipal area.
- No evidence of processes related to placement, after-care, follow-up and/or retraining of the available SMMEs
- Unemployment rate is recorded to be at 20% by STATSSA.
- 1 500 households living below the poverty line.

8.7 OBJECTIVES, STRATEGIES AND PROJECTS

LOCAL ECONOMIC DEVELOPMENT		Strategic objective: To ensure a better life for all communities through local economic development and job creation.		
Status Quo		Development strategies		
Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/activities
Outcome 4 : Decent employment through inclusive economic Growth.	4 basic economic pillars are in existence within the Municipal area(ie Mining, Agriculture, Tourism & informal Sector).	Create a sustainable and enabling environment for local economic development on an ongoing basis.	Continuous support to all economic pillars within the Municipal area.	Forge economic partnerships with government agencies and private sector to support economic pillars.

<p>Outcome 9: A responsive and accountable effective and efficient local government system</p> <p>Outputs for outcome 9 :</p> <p>Output 3 : Implement community work programme and co-operatives.</p> <p>Output 4 : Actions supportive of human settlement outcomes.</p>				<p>Market Municipal economic potential through media publications and exhibitions.</p> <p>Skills development for SMMEs, Co-operatives& emerging farmers.</p> <p>Construction of market Stalls.</p> <p>Establish Organic Farming, Recycling Plants, Business Development Centre and Tourism Information centre.</p>
<p>Outcome 4 :</p> <p>Decent employment through inclusive economic Growth.</p> <p>Outputs for outcome 4 :</p> <p>Output 1 : Faster and sustainable inclusive growth.</p> <p>Output 2 : More labour absorbing growth.</p>	<p>A database of jobs created by different sectors within the Municipal area has been created.</p>	<p>Ensure that sustainable jobs are created within the Municipal area on a continuous basis.</p>	<p>Co-ordinate a record of all jobs created by different sectors within the Municipal area.</p> <p>Co-ordinate record of all investment applications submitted to Municipal Council.</p>	<p>Update a database of all jobs created by different sectors within the Municipal area.</p> <p>Update a database of all investment applications approved by Municipal Council.</p>

<p>Output 6 : Improved support to small businesses and cooperatives.</p> <p>Outcome 9: A responsive and accountable effective and efficient local government system.</p> <p>Outputs for outcome 9 :</p> <p>Output 3 : Implement community work programme and co-operatives.</p> <p>Output 4 : Actions supportive of human settlement outcomes.</p>				
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LOCAL ECONOMIC DEVELOPMENT PROJECT

KPA 3:LOCAL ECONOMIC DEVELOPMENT													
STRATEGIC OBJECTIVE: To ensure a better life for all communities through local economic development and job creation.													
TO													
PROJEC T NO.	PRIORI TY	PROJECT NAME	PROBLEM DESSCRIPTIO N	LOCATION / WARD	KEY PERFORMA NCE INDICATOR (KPI)	TARGET	MTEF						Funde r
							2016/17		2017/18		2018/19		
LTLED-2	LED	Market Municipal economic potential	Inadequate exposure of	All	Number of media	2 Media Publicatio		R100 000		R150 000			TLM

		through media publications and exhibitions	the economic potential		publications and exhibitions	ns and 1 exhibition							
LTLED-3	LED	LED Support (Skills development for SMMEs & emerging farmers)	No funding for coordinating the LED initiatives	All	% of budget spent	100%		R100 000					Dept of Agric
LTLED-4	LED	Thabazimbi construction of Market Stalls	Unstructured informal businesses/trading	2	Number of market stalls constructed	20		-		R3 500 000			
LTLED-5	LED	Organic Farming – Agro processing and vegetable packaging	No sustainable agricultural secondary activities.	All	Number of Quarterly reports from Funder	4		R600 000		R4 500 000		0	Kumba Mine
LTLED-6	LED	Establish a Recycling Plant	High volumes of littering, and unemployment	All	Number of Quarterly reports from Funder	4		-		R1 800 000		R1 800 000	Private Sector
LTLED-7	LED	Establish a Business Development Centre	Low skills capacity of local SMMEs	All	Number of centres developed	1		-		R800 000		R2 000 000	Godisang Thabazimbi Trust
LTLED-8		Tourism Information	Unstructured tourism	All	% Implementati	80%		R500 000		R500 000		0	Kumba Mine

		Centre- Maintenance	information.l		on of Board's action plan								
TOTAL													

CHAPTER 9: FINANCIAL VIABILITY

9.1 Introduction

The municipality functions financially within its own operations for the basic services provided directly related to service delivery. The municipal cash management cycle which commences with meter reading to effective expenditure management and resource allocation must ensure that service delivery obligations are fully met in a sustainable manner.

Thabazimbi Local Municipality is a service authority for water and electricity in and around the communities of Thabazimbi, these include Thabazimbi, Northam, leeuport, Rooiberg and the surrounding farming areas.

The main sources of revenue for the municipality are as below:

Table: 94

Revenue Type	Revenue/ Income Source	Percentage Contribution
Basic services	Sale of services	35 %
Grants	National Government & (WDM)	47 %
Other Revenue	Levies	18 %

The municipality's main source of revenue for both capital and operational expenditure is from the National Government through grants. It must also be noted that the municipality has eight informal settlements in and around Thabazimbi and the municipality is currently providing services in the form of water and electricity at no return. Our communities are mainly characterized by indigent households and this is not being well represented in the allocation of Equitable share. On our current budget, more than 50% of the ES allocation is used to provide for free basic services. The current ES allocation for Thabazimbi is based on the 2011 census figures for indigent households totalling approximately 8417, however the official numbers on the ground have doubled.

9.2 Municipal Trading Services

The primary services provided by the municipality are Water, Electricity, and Sanitation and Refuse removal, However a significant portion of our mines and residential areas and farming areas are still being provided for by Magalies and Eskom respectively. Below is a table that shows areas where Thabazimbi provides services:

Table: 95

Area	Type of services	
	Water	Electricity
Thabazimbi Town	Thabazimbi	Thabazimbi
Regorogile	thabazimbi	Thabazimbi
Northam	Thabazimbi	Eskom
Leeuport	Thabazimbi	Eskom
Rooiberg	Thabazimbi	Thabazimbi
Farms	Magalies	Eskom
Mines	Magalies	Eskom

Eskom and Magalies are currently providing services to our blue chip industries within the municipal jurisdiction and the municipality is left to service residential areas characterized by a significant number of indigent customers and informal settlements. This is the major contributor to the growth of our debt book and the failure of the municipality to fully sustain itself financially, hence a serious dependence on the national grants

9.3 Legislative framework governing the Financial Administration

- MFMA-Municipal Financial Management Act
- MSA-Municipal Systems Act
- MPRA-Municipal Property Rates Act
- SCMR-Supply Chain Management Regulations
- MBRR-Municipal Budget Related Regulations

9.4 The Municipal Financial Plan

Thabazimbi Local Municipality is currently experiencing significant financial challenges which have negatively impacted on its financial sustainability and delivery of basic services to the surrounding communities. The poor financial situation has resulted in the Municipality placing heavy reliance on grants to support its operations. This has made it difficult for Thabazimbi to sustain its capital infrastructure projects to address backlogs which should enhance its capabilities to raise sufficient revenue to meet contractual obligations. As such the Municipality is now faced with serious revenue shortages resulting in an adverse cash flow situation.

9.5 Legislated Contents of a Financial Plan

The legislated content of a Financial Plan are set out in Section 142 of the Municipal Finance Management Act and is summarized below: -

142. (1) A financial plan must be aimed at securing the municipality's ability to meet its obligations to provide basic services or its financial commitments, and such a plan, whether for a mandatory or discretionary intervention—

(a) Must—

- (i) identify the financial problems of the municipality;
- (ii) Be designed to place the municipality in a sound and sustainable financial condition as soon as possible;
- (iii) State the principal strategic objectives of the plan, and ways and means for achieving those objectives;
- (iv) Set out a specific strategy for addressing the municipality's financial problems, including a strategy for reducing unnecessary expenditure and increasing the collection of revenue, as may be necessary;
- (v) Identify the human and financial resources needed to assist in resolving financial problems, and where those resources are proposed to come from;
- (vi) Describe the anticipated time frame for financial , and milestones to be achieved; and
- (vii) Identify what actions are necessary for the implementation of the plan, distinguishing between actions to be taken by the municipality and actions to be taken by other parties; and

(b) may—

- (i) Provide for the liquidation of specific assets, excluding those needed for the provision of the minimum level of basic municipal services;
- (ii) Provide for debt restructuring or debt relief
- (iii) Provide for special measures to prevent unauthorized, irregular and fruitless and wasteful expenditures and other losses; and
- (iv) Identify any actual and potential revenue sources.

9.6 Financial Strategic Framework

The financial strategic framework of the municipality is in line with the requirements of Local Government, specifically under outcome 9. Selling of water and electricity at cost reflective tariffs that enables the municipality to sustain its operations and continue to provide these services to the community. Thabazimbi is encountering severe financial distress. In order to deal with its challenges, there are a significant number of activities that have to be done as a matter of urgency. The Financial Plan has to deal with the financial challenges in a very short period of time. Whilst it is usual to set out short, medium and longer-term strategies, most strategies that are included in this plan have to be implemented in the short-term. In this way, the future sustainability and viability of the Municipality will be assured.

9.6.1 Strategies Developed

Strategy One: Restructure the Budget

The budget that has been prepared for the 2015/16 financial year has been prepared on the following principles:

- Building reserves to settle long outstanding creditors
- Prioritising projects that were stalled in the previous financial years.
- Reducing non priority operating expenditure

Strategy Two: Revise Tariff Policies and Tariff Increases

There is a need to review all municipal policies and ensure they serve the best interest of the municipality. The current tariffs are not adequate to address the financial challenges facing the Municipality. A reduction in costs is critical to address financial challenges, so

9.6.2 Strategies Developed(cont...)

too is an increase in revenue. There are some legal issues to address as tariffs can only be increased during a specific period and through a process of consultation.

The following issues MUST be given adequate attention during tariff determination process

- Electricity
 - The tariffs charged must be in line with the minimum requirement of NERSA
 - Eskom and NERSA to form part of electricity tariffs determination
- Sanitation, Water, and other charges
 - A detailed cost analysis should inform the tariff charge for these services.
- Refuse removal
 - Special tariff for mining houses for using the municipal landfill sites
- Credit control
 - Levies must be charged for follow ups

Strategy Three: Revenue Enhancement

The municipality is in the process of implementing a turnaround strategy on revenue enhancement and improvement in collections. As quick win, the municipality is in the process of implementing the following revenue strategies to ensure that all revenues budgeted for are collected and revenue base is increased:

Replacement of faulty and non functioning meters

The recently conducted meter audit revealed that the municipality is not reading on a monthly basis 3290 damaged and unreadable meters for both electricity and water. This result in foregone revenue estimated to be millions monthly. We have since replaced more than 100 meters in the current financial year and due to the current financial crisis we will be replacing the meters in phases to ensure accurate meter readings and billing.

9.6.3 Strategies Developed (cont...)

Conversion from conventional to smart prepaid metering

We had started with the process of converting all conventional electricity meters into smart prepaid meters which will assist the municipality in collecting the cash owed on time as well as monitoring the consumption in real time and thus reducing the distribution losses due to illegal consumptions.

We have already converted 637 households to date and this have seen an improvement in cash collections with an amount of R230 000 averagely per month. Due to the cost impact of the action, the roll out will also be done in phases to cover the capital cost.

The smart metering will also assist us in recovering the old outstanding debt by allocating a percentage of cash collected to the outstanding debt.

Debt collection campaign

The campaigns mainly targets consumers per section (Ward) where prescribed debts will be written off as well as the interest portion of the debt balance on condition that a specified percentage of the total debt is paid immediately and payments arrangement are made on the remaining balance.

Other activities to enhance revenue base;

- **Bulk contributions** – The municipality charges and collects a significant amount of bulk contributions from private developers. The funds are used for infrastructure improvement.
- **Traffic contraventions** – Efficient management of this unit could assist tremendously to the finances of the municipality.

9.6.4 Strategies Developed (cont...)

Takeover of services on licensed areas

The municipality has already started engagements with Eskom to ensure that we take over services currently provided by Eskom on the municipal licensed areas. Provincial Treasury has already been engaged on the available funding options to take over the assets currently owned by Eskom. These actions will in a long run ensure that the municipality is self reliant.

Strategy Four: Sale of Non-Essential Assets

The purpose of this strategy is to identify non-essential assets (including land, buildings) that can be sold and the proceeds used to settle creditors. At the time of drafting this Plan, it is not known what assets can be identified for sale. It is important to note that the assets to be identified should not only be the disposal of redundant assets through public auction but must also include the outright sale of vacant land that has commercial or

residential potential. The planning department will, therefore, become very crucial in identifying non essential land which might be available for sale. Furthermore a public auction of all redundant material is required to dispose all non essential materials.

Strategy Five: Financial Administration and Discipline

There is a solemn need to strengthen the overall financial administration and discipline within the Municipality. The following areas have to be addressed: -

- All procurement has to be done through a centralized Supply Chain Management Unit. No procurement outside the Unit should be permitted. Proper Supply Chain Management processes need to be enforced.
- Delegations regarding spending, budget control and contracting need to be reviewed and revised until the financial challenges facing the Municipality have been addressed.
- Deviations to supply chain management policies need to be terminated. No deviations should be permitted. Departments have to conduct appropriate demand management analysis so as to ensure proper planning.
- Over-spending against budget should no longer be permitted. Spending without budget should be regarded as unauthorised expenditure and will be recoverable from the official concerned.
- All payments should be made through an order system. No ACB payments will be allowed
- General controls around spending, procurement, and contracting as well as supplier management are now required.
- Municipal officials contracting or procuring goods and services in the name of the municipality without delegated powers must be disciplined appropriately.

Strategy Six: Cash Management Strategy

A cash management strategy is required to ensure that cash flow planning is undertaken. Management have engaged with all the contractors appointed for the construction of Thabazimbi and Northam Waste Water Treatment Works and payment arrangement for outstanding balances were entered into. The R18 million unspent MIG funds from 2014/15 financial year had to be recovered internally and this has put a lot of unnecessary pressure on municipal resources. Due to the additional cash flow burden we find ourselves in, we need to have a standing overdraft arrangement with our bankers to help facilitate the situation the municipality is currently in. In that regard we seek council's approval for a bank overdraft during these trying times. It is proposed that overtime work be eliminated for all support function staff. Human and financial resources required to assist implement the Financial Plan. The strategies set out in this Plan have taken into account the limited financial resources available to the Municipality and will not create an additional financial burden on the Municipality. A legislated requirement of a Financial Plan is that the human and financial resources required to implement the Plan must be identified. This Plan places significant implementation responsibility on the Chief Finance Officer who will need additional human resource assistance. These will be in the area of budgets and revenue management at an operational level.

Technical support should also be solicited from National Treasury, Department of Water Affairs' Development Bank of Southern Africa (DBSA) and the District Municipality for technical support. In respect of financial resources, the key will be the restructuring of the budget. If the budget is restructured to the extent indicated in this Plan, there will be sufficient financial resources to fund the strategies set out in this Plan. A further critical component for the realization of the required budget is the collection of large overdue debtors.

9.7 Financial Management Policies

The following financial management policies are available and being implemented by the municipality.

- Supply Chain Management Policy
- Asset Management Policy
- Inventory Management Policy
- Debt Collection and Credit control Policy
- Indigent Policy
- Cash Management Policy
- Virement Policy
- Tariff Policy
- Property Rates Policy
- Revenue and Expenditure Management Policy

9.8 Supply Chain Committees

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

9.9 MTREF 2015-18-Executive Budget Summary A1 MBRR

Table: 96

Description	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousands										
Financial Performance										
Property rates	14 721	12 076	13 708	17 978	23 628	23 628	23 628	28 392	30 038	31 781
Service charges	130 114	90 135	89 764	160 302	172 415	172 415	172 415	188 996	199 958	211 556
Investment revenue	39	185	1 231	48	48	48	48	—	—	—
Transfers recognised - operational	57 208	77 521	72 470	69 092	69 092	69 092	69 092	64 841	67 054	68 703
Other own revenue	20 247	32 704	26 448	19 969	19 903	19 903	19 903	23 481	24 843	26 283
Total Revenue (excluding capital transfers and contributions)	222 328	212 621	203 622	267 389	285 086	285 086	285 086	305 709	321 893	338 323
Employee costs	66 903	75 672	99 442	91 790	94 775	94 775	94 775	100 461	106 288	112 240
Remuneration of councillors	5 503	5 692	8 419	7 899	7 899	7 899	7 899	8 398	8 885	9 400
Depreciation & asset impairment	19 891	54 763	67 509	19 350	19 350	19 350	19 350	22 500	24 750	27 225
Finance charges	4 061	8 675	11 893	361	661	661	661	838	956	1 000
Materials and bulk purchases	57 759	58 571	64 861	61 979	61 979	61 979	61 979	69 908	77 831	86 659
Transfers and grants	—	—	—	—	—	—	—	—	—	—
Other expenditure	70 039	56 413	84 725	48 892	51 389	51 389	51 389	66 280	70 048	74 031
Total Expenditure	224 155	259 786	336 850	230 271	236 053	236 053	236 053	268 385	288 759	310 556
Surplus/(Deficit)	(1 827)	(47 165)	(133 228)	37 118	49 034	49 034	49 034	37 324	33 135	27 767
Transfers recognised - capital	34 474	42 150	40 019	32 926	32 926	32 926	32 926	29 172	30 215	31 779
Contributions recognised - capital & contributed assets	—	—	—	44 000	71 000	71 000	71 000	—	—	—
Surplus/(Deficit) after capital transfers & contributions	32 647	(5 015)	(93 209)	114 044	152 960	152 960	152 960	66 496	63 350	59 546
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) for the year	32 647	(5 015)	(93 209)	114 044	152 960	152 960	152 960	66 496	63 350	59 546
Capital expenditure & funds sources										
Capital expenditure	24 824	26 448	31 097	90 187	110 558	110 558	110 558	59 838	49 532	59 282
Transfers recognised - capital	24 824	24 074	8 621	32 296	36 396	36 396	36 396	29 172	30 215	31 779
Public contributions & donations	—	—	22 476	44 000	71 000	71 000	71 000	—	—	—
Borrowing	—	—	—	—	—	—	—	—	—	—
Internally generated funds	—	2 374	—	13 891	3 162	3 162	3 162	30 666	19 317	27 503
Total sources of capital funds	24 824	26 448	31 097	90 187	110 558	110 558	110 558	59 838	49 532	59 282
Financial position										
Total current assets	54 961	62 202	104 975	153 981	150 557	150 557	150 557	150 089	153 044	157 716
Total non current assets	1 608 097	1 095 158	1 105 842	1 248 990	1 248 990	1 248 990	1 248 990	1 311 446	1 409 005	1 441 505
Total current liabilities	74 197	97 879	257 818	84 421	84 421	84 421	84 421	198 653	203 104	207 969
Total non current liabilities	31 001	29 162	54 032	41 517	41 517	41 517	41 517	31 287	33 165	35 155
Community wealth/Equity	1 557 860	1 030 319	898 967	1 277 033	1 273 610	1 273 610	1 273 610	1 231 594	1 325 780	1 356 097
Cash flows										
Net cash from (used) operating	28 604	20 412	31 010	42 851	70 988	70 988	70 988	13 712	16 078	15 343
Net cash from (used) investing	(28 099)	(19 742)	(31 010)	(42 851)	(69 851)	(69 851)	(69 851)	(13 858)	(13 854)	(13 529)
Net cash from (used) financing	(505)	(670)	—	—	(1 137)	(1 137)	(1 137)	(2 014)	(1 914)	(1 714)
Cash/cash equivalents at the year end	3 500	4 350	3 137	5 441	1 940	1 940	1 940	1 940	2 250	2 350
Cash backing/surplus reconciliation										
Cash and investments available	5 870	8 600	3 327	4 366	1 942	1 942	1 942	1 959	2 522	2 647
Application of cash and investments	5 531	8 236	867	2 625	201	201	201	19	272	297
Balance - surplus (shortfall)	339	364	2 460	1 741	1 741	1 741	1 741	1 940	2 250	2 350
Asset management										
Asset register summary (WDV)	1 608 097	1 092 340	1 102 706	1 248 990	1 248 990	1 248 990	1 311 446	1 311 446	1 409 005	1 441 505
Depreciation & asset impairment	19 891	54 763	67 509	19 350	19 350	19 350	22 500	22 500	24 750	27 225
Renewal of Existing Assets	—	—	—	25 521	25 521	25 521	25 521	2 500	—	—
Repairs and Maintenance	13 716	12 698	31 097	29 079	29 079	29 079	35 639	35 639	38 142	39 650
Free services										
Cost of Free Basic Services provided	25 881	30 304	32 062	31 941	31 941	31 941	33 793	33 793	35 753	37 827
Revenue cost of free services provided	29 892	37 656	39 840	40 668	40 668	40 668	43 027	43 027	45 523	48 163
Households below minimum service level										
Water:	7	7	7	9	9	9	9	9	10	10
Sanitation/sewerage:	7	8	9	9	9	9	9	9	9	9
Energy:	1	1	1	1	1	1	1	1	1	1
Refuse:	11	12	13	13	13	13	14	14	15	16

9.10 Operating Expenditure

Table: 97

Description R thousand	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type										
Employee related costs	66,903	75,672	99,442	91,790	94,775	94,775	94,775	100,461	106,288	112,240
Remuneration of councillors	5,503	5,692	8,419	7,899	7,899	7,899	7,899	8,399	8,886	9,402
Debt impairment	3,320	6,979	12,632	2,100	2,100	2,100	2,100	14,530	15,257	16,019
Depreciation & asset impairment	19,891	54,763	67,509	19,350	19,350	19,350	19,350	32,500	35,750	39,325
Finance charges	4,061	8,675	11,893	361	661	661	661	838	956	1,000
Bulk purchases	57,759	58,571	64,861	61,979	61,979	61,979	61,979	69,908	77,831	86,659
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	24,439	10,403	5,349	5,559	3,159	3,159	3,159	3,830	4,052	4,287
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	42,280	39,031	66,744	41,233	46,130	46,130	46,130	52,920	55,990	59,237
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Expenditure	224,155	259,786	336,850	230,271	236,053	236,053	236,053	283,386	305,010	328,169

9.8 Capital Expenditure
Table: 98

THABAZIMBI LOCAL MUNICIPALITY				
2015/16 PROJECT LIST PER KEY PERFORMANCE AREA			59 388 059.00	28 766 000.00
PROJECT NAME	DEPARTMENT	FUNDING SOURCE	2015-16	
			CAPITAL	OPERATING
SPATIAL DEVELOPMENT and LOCAL ECONOMIC DEVELOPMENT				
Township Establishment- Northam Ext 20	Town planning	TLM		350 000.00
Market Municipal Economic Potential through media Publicity	LED	TLM		150 000.00
Title Deeds for Proclaimed Townships	Town Planning	TLM		230 000.00
Sub-total Spatial Development			-	500 000.00
BASIC SERVICES DEVELOPMENT & INFRASTRUCTURE DEVELOPMENT				
Regorogile Paving of Internal streets Ward 9, 10 and 12	Technical Services	MIG	6 500 000.00	
Northam upgrading of internal streets Ext 7 and 8.	Technical Services	MIG	6 000 000.00	
Thabazimbi construction of new Tarred Roads.	Technical Services	TLM	3 398 400.00	-
Raphuti paving of internal streets (Ward 4)	Technical Services	MIG	6 000 000.00	-
Upgrading of sport and Recreation facilities	Technical & Social services	MIG	3 500 000.00	
Development of Land fill sites, Thabazimbi Northam and R	Social Services	TLM	-	4 500 000.00
Construction of VIP toilets (Wards 1, 2,3,4 and 6).	Technical Services	MIG	3 213 400.00	-
Review of Water Safety Plan (Blue and Green drop).	Technical Services	TLM	-	1 026 000.00
Review of Water Conservation and Demand Management Strategy.	Technical Services	TLM	-	600 000.00
Review of Water Services Development Plan (WSDP).	Technical Services		-	1 200 000.00
Upgrading of Existing Parks.	Social Services	TLM	800 000.00	-
Upgrading of Electricity Switchgears.	Technical Services	TLM	3 000 000.00	
Upgrading of Thabazimbi Vehicle Testing Station.	Social Services	TLM	1 000 000.00	-
Construction of Parking bays and Shades	Public Safety	TLM	650 000.00	
Installation of Highmast lights & Street Lights	Technical Services	MIG	2 800 000.00	
Installation of Smart Meters.	Technical Services	TLM	14 500 000.00	
Installation of traffic signs	Public Safety		300 000.00	
Subtotal basic service delivery			51 661 800.00	7 326 000.00
Good Governance and Public Participation				
Printing of SDBIP	MMs	MSIG		150 000.00
Printing of the IDP document	MMs	MSIG		350 000.00
Rebranding of the Municipality (billboards)	MMs	TLM	450 000.00	190 000.00
Performance Management System	MMs	TLM		3 800 000.00
Operation clean audit	MMs		450 000.00	4 490 000.00
MAYORAL OUTREACH PROGRAMME				
Youth Day	Mayors'	TLM		165 000.00
Heritage Day	Mayors'	TLM		225 000.00
Disability Day	Mayors'	TLM		350 000.00
HIV & AIDS Projects	Mayors'	TLM		450 000.00
Human Rights Day	Mayors'	TLM		295 000.00
Womens Programmes	Mayors'	TLM		430 000.00
Family Day	Mayors'	TLM		410 000.00
			-	2 325 000.00
Financial Viability and Management				
Updating of Supplementary Valuation roll	CFO's Office	TLM		3 200 000.00
Preparation of Fixed Assets Register	CFO's Office	FMG		3 725 000.00
Credit control and Debt Management Project	CFO's Office	TLM		3 500 000.00
Subtotal financial viability			-	10 425 000.00
Municipal Transformation and institutional Development				
Promulgation of by-laws	Corporate Services	DBSA	-	1 500 000.00
Acquire new fleet	Corporate Services	TLM	4 715 527.00	-
Upgrading of Municipal Buildings.	Corporate Services	TLM	3 010 732.00	-
Legal publications	Corporate Services	TLM		250 000.00
Implementation of Occupational Health and Safety Act	Corporate Services	TLM		450 000.00
Training of Employees Councillors and community members	Corporate Services	TLM		1 500 000.00
Subtotal municipal transformation			7 726 259.00	3 700 000.00
GRAND TOTAL			59 838 059.00	28 766 000.00

9.6 OBJECTIVES, STRATEGIES AND PROJECTS

Table :99

Financial Viability		Strategic Objectives: To ensure effective community participation and interaction		
Status Quo		Development Strategies		
National/Provincial Alignment	Baseline	Performance Objective	Strategies	Possible Project/Activities
Outcome 9; Output 6 Administrative and Financial Capability	Numerous billing errors resulting in queries and system inadequacies. ie Separate Hr and PMU systems etc. Not SCOA certified.	To ensure effective financial reporting and billing of accounts.	Perform a benchmarking process based on the certified systems for SCOA by treasury.	Acquire a more convenient and user friendly financial reporting system.
Outcome 9; Output 6 Administrative and Financial Capability	Dwindling revenue sources	To ensure improved municipal financial sustainability.	Implementation of revenue enhancement strategy.	Credit control and Debt Management Project.
Outcome 9; Output 6 Administrative and Financial Capability	Inconsistent Valuation roll is in use.	To maintain a comprehensive and uniform valuation roll.	Perform periodic supplementary valuations as required by legislation.	Preparation of General and Supplementary Valuation roll.
Outcome 9; Output 6 Administrative and Financial Capability	-12 monthly reports -4 quarterly reports -1 mid-year budget and performance assessment report	To ensure compliance with budget and reporting regulations	Have the budget office and finance adequately staffed with	Personnel Budget 286

			skilled personnel	
Financial Viability		Strategic Objectives: To ensure effective community participation and interaction		
Status Quo		Development Strategies		
National/Provincial Alignment	Baseline	Performance Objective	Strategies	Possible Project/Activities
Outcome 9; Output 6 Administrative and Financial Capability	Incomplete and no GRAP 17 compliant FAR.	To ensure effective management, control and maintenance of all assets of the municipality.	Periodic monitoring and review of the work of consultants company appointed with a tried and tested resume to assist the municipality.	Fixed Assets Register Preparation and verification.
Outcome 9; Output 6 Administrative and Financial Capability	Low revenue collection resulting in Increase in the debtor's book.	To manage revenue in an efficient and responsible manner.	Implement robust credit control measures.	Credit control Project.

Outcome 9; Output 6 Administrative and Financial Capability	In-consistent monthly meter readings due to lack of capacity internally.	To ensure effective system of timely meter reading and payment of accounts. Improve revenue collection rate.	Deploy tried and tested mechanisms to ensure that meter reading function is performed consistently and effective methods are also put in place.	Meter reading and credit control project.
Financial Viability			Strategic Objectives: To ensure effective community participation and interaction	
Status Quo			Development Strategies	
National/Provincial Alignment	Baseline	Performance Objective	Strategies	
	Increase Pay points available.	To extend service delivery to the community.	Perform feasibility study and identify service delivery gaps. Erect pay points at convenient locations.	Customer care/ Personnel Budget
Outcome 9; Output 6 Administrative and Financial Capability	Appoint 5 Interns and offer on the job training	To ensure compliance with minimum competency levels.	Appoint 5 interns and offer on the job training.	Implement the intern program and utilize the Financial Management Grant.

9.2.1 FINANCIAL VIABILITY AND MANAGEMENT- CAPITAL PROJECTS OVER THREE YEARS (2015-2018)

Table: 100

KPA: FINANCIAL VIABILITY MANAGEMENT													
STRATEGIC OBJECTIVE: TO IMPROVE THE FINANCIAL PERFORMANCE AND POSITION OF THE MUNICIPALITY													
PRO JEC T NO.	PRIORI TY	PROJECT NAME	PROBLEM DESCRIPTI ON	LOCATI ON/WA RD	KPI	TARGET	MTEF						Funde r
							2016/17		2017/18		2018/19		
							Annual target	Estimate d budget	Annual target	Estimate d budget	Annual target	Estimate d budget	
LTF-1	Finance	Compilation of Fixed Asset Register	No GRAP compliant FAR	ALL	Number of GRAP 17 FAR compiled	1	1	R3 72 5 000	1	R3 0 00 000	1	R2 5 00 000	TLM
LTF-2	Finance	Credit control and debt management	Low revenue collection rate	ALL	% Of revenue billed collected.	85	85	R3 50 0 000	90	R2 5 00 000	100	R2 0 00 000	TLM
LTF-3	Finance	Meter reading	Inconsistent meter readings	All	% Of meters read monthly	100	100	R900 000	100	R800 000	-	-	TLM
LTF-4	Finance	Preparation of Supplementary Valuation	Inconsistent Valuation roll is in use.	All	% Of supplementary taxes implemented.	100	100	R3 20 0 000	100	R2 1 00 000	100	R1 1 00 000	TLM

KPA: FINANCIAL VIABILITY MANAGEMENT													
STRATEGIC OBJECTIVE: TO IMPROVE THE FINANCIAL PERFORMANCE AND POSITION OF THE MUNICIPALITY													
PRO JEC T NO.	PRIORI TY	PROJECT NAME	PROBLEM DESCRIPTI ON	LOCATI ON/WA RD	KPI	TARGET	MTEF						Funde r
							2016/17		2017/18		2018/19		
							Annual target	Estimate d budget	Annual target	Estimate d budget	Annual target	Estimate d budget	
		rolls											
TOTAL							286	R11 3 25 000 .00	291	R8 4 00 00 0.00	201	R5 6 00 00 0.00	

CHAPTER 10: INTERGOVERNMENTAL RELATIONS

10.1 Intergovernmental relations

The MSA provides that municipalities should undertake an integrated development planning process that integrates all sectors, strategies, programme and projects to promote integrated development in communities. The municipality engaged all sector departments and private sector in the IDP Rep Forum that took place on the 19th of February 2015 in order to present projects that will be implemented in the municipality.

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing Government's services to the communities of Thabazimbi.

The municipality has delegated officials and Councillors to the following forums:

FORUM	FRQUENCY	RESPONSIBILITY
Municipal Managers Forum	Quarterly	Municipal Manager
Mayor's Forum	Quarterly	Mayor
CFO's Forum	Quarterly	Chief Financial Officer
IDP Manager's Forum	Quarterly	Divisional Head IDP
Internal Auditor's Forum	Quarterly	Chief Internal Auditor

SALGA Working Groups	Quarterly	Manager and portfolio councilor specific to working group
Provincial Planning Forum	Quarterly	Manager Planning and Economic Development
Premiers IGR Forum	Bi-monthly	Mayor and Municipal Manager
Provincial Service Complaints Forum	Monthly	Divisional Head Communications and Municipal Manager
Provincial Integrated Development Forum	Quarterly	Divisional Head IDP and Municipal Manager
Monitoring and Evaluation Forum	Monthly	Divisional Head PMS and Municipal Manager

10.2 2016/17 list of Projects from Sector Departments and Private Sector

CAPITAL PROJECTS 2016/17

PROJECT NAME	BUDGET	FUNDER
Cemeteries	R1 800 000.00	TLM
Regorogile Ext 5 Water Supply.	R 4,600,000	MWIG
Development of groundwater for Thabazimbi and Regorogile.	R 800,000	MWIG
Housing	R 27,000,000	Human Settlements Grant/ DORA
Rooiberg Water supply.	R 4,100,000	MWIG

Leeupoort/Raphuti Water Supply.	R 1,500,000	MWIG
Schilpadnest (Smasherblock) Water Supply.	R 1,500,000	MWIG
Thabazimbi Water Conservation and Demand Management Project.	R 500,000	MWIG
Thabazimbi upgrading of water network.	R 20,000,000	Godisang Thabazimbi Community Development Trust
Development of Thabazimbi and Northam Waste Buy Back Centres.	R 3,000,000	PPC
Upgrading of sport and recreation facilities	R 4,000,000	Godisang Thabazimbi Community Development Trust
Purchase of desktop computers.	R 445,200	Godisang Thabazimbi Community Development Trust
Establish a Business Development Centre.	R 800,000	Godisang Thabazimbi Community Development Trust
Installation of electricity pre-paid meters .	R 18,000,000	DoE
Upgrading of sport and recreation facilities	R 4200 000	MIG
Construction of VIP toilets in Rooiberg, Skierlik, Dwaalboom, Jabulani, Phatsima .	R 3,213,400	MIG
Raphuti and Northam installation of High mast lights	R 2,500,000	MIG
Regorogile Paving of Internal Streets (Ward 9,10 and 12).	R 6,500,000	MIG
Roads project	R 6,000,000	MIG
Northam Extension 5 & 7 upgrading of internal streets.	R 2,200,000	MIG
Thabazimbi construction of new tarred roads	R 5,000,000	Kumba Iron Ore
Construction of 80KL Elevated Storage Tank at Regorogile Ext 5 complete with Booster Pump System.	R 1,600,000	Cronimet
Construction of Communal Ablution Facilities at Meriting.	R 1,000,000	Cronimet
Total	R 124,058,600	

CHAPTER 11: HOUSING

11.1 INTRODUCTION

Thabazimbi Local Municipality has a huge backlog of low costs housing as well as other types of housing due to financial challenges, which delay the construction of basic service development infrastructure structure to few pieces of land identified for housing development. The informal settlements are emerging in large numbers that overload the limited basic service infrastructure

11.2 LEGISLATIVE AND POLICY FRAMEWORK

- The Constitution of Republic of South Africa Act 108 of 1996
- National Housing Code

11.3 Housing demand

- Lack of land in the municipality affected more than 2 079 low income household and 1 500 middle income household to get subsidies from CoGHSTA housing scheme. More land is needed to address housing backlog.

11.4 Status of Infrastructure Service Provisions for Prioritized projects

- All pieces of land identified for housing development do have infrastructure for provision of basic services. Municipality is forced to inter into partnership with private developers for provision of housing to be realized. Regorogile extention 8 is one of the land which is identified for housing development but it is not serviced.
- The existing infrastructure cannot cater for new developments hence there are upgrading of infrastructure projects underway ensure sufficient provision of water and other basic needs.

11.4.1 STATE OF HOUSING

Lack of land in the municipality affected 2 079 low income household and 1 500 middle income household to get subsidies from CoGHSTA housing scheme. Department of Public Works donated erven 1221 and 1370 to the municipality to cater for middle income households (Awaiting transfer process of these erven) . More land need to be acquired to address housing backlog. Housing Strategy is in place.

11.4.2. GEOGRAPHY BY TENURE STATUS FOR HOUSEHOLD WEIGHTED

Table: 102

	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
LIM361: Thabazimbi	11527	2158	6425	3963	1008
93601001: Ward 1	717	153	1193	243	91
93601002: Ward 2	1281	382	576	492	221
93601003: Ward 3	2224	286	618	740	64
93601004: Ward 4	446	102	610	216	56
93601005: Ward 5	869	19	202	17	89
93601006: Ward 6	885	4	215	1	20
93601007: Ward 7	1877	619	1007	429	120
93601008: Ward 8	828	192	220	183	119
93601009: Ward 9	1686	262	1276	1042	155
93601010: Ward 10	315	72	411	300	12

93601011: Ward 11	-	-	1	-	-
93601012: Ward 12	398	67	95	299	59

Source: Statssa, Census 2011

11.4. 3 HOUSING BACKLOG – THABAZIMBI MUNICIPAL AREA

Table: 103

SETTLEMENT	AREA	HIGH INCOME (BONDED)	MIDDLE INCOME (GAP)	SOCIAL HOUSING	LOW INCOME	TOTAL
URBAN	THABAZIMBI	20	50	0	0	70
	REGOROGILE	0	150	100	200	450
	NORTHAM	30	100	3650	3050	6830
	ROOIBERG	0	0	0	0	0
	DWAALBOOM	0	0	0	0	0
MINE	SETARIA	0	0	0	0	0
	SWARTKLIP	0	0	0	0	0
	AMANDELBULT	0	0	0	0	0
RURAL	LEEUPPOORT	0	0	0	0	0
	KROMDRAAI	0	0	0	0	0
	KOEDOESKOP	0	0	0	0	0

	MAKOPPA	0	0	0	0	0
	SENTRUM	0	0	0	0	0
INFORMAL	SCHILPADNEST	0	0	0	3500	3500
	JABULANI	0	0	0	300	300
	ROOIBERG	0	0	0	150	150
	RAPHUTI VILLAGE	0	0	0	200	200
	DONKERPOORT INFORMAL: THABAZIMBI	0	0	0	300	300
	REGOROGILE INFORMAL	0	0	0	800	800
	SKIERLIK	0	0	0	100	100
TOTAL		50	300	3750	8600	12700

11.5 Access to land for housing and human settlements

- Thabazimbi Local Municipality do not have enough land for housing and human settlement hence we have huge housing backlog
- Mining houses and who are in position of land do provide housing for their employees
- Private developers who own land also provide housing but not necessarily low cost housing which limit access to housing to those who cannot afford high housing costs

11.6 Types of housing

- Low income houses
- Rented houses
- Subsidy house
- Self owned houses

11.7 Municipal Accreditation terms with housing provision

- There no accreditation to municipality for housing provision

11.8 Current Housing subsidy Projects

11.8.1 There is no housing subsidy project in progress however there are **blocked projects** that need to be revived which are listed as follows

Table: 104

Item No.	Type of Project	Village	Contract No.	Financial Year	Units Originally Planned	Houses completed	Outstanding units	Comments/ Interventions
1	Upgrading	Leeupoort/ Raphuti and Regorogile ext 7	N04050058	2004/ 2005	200	0	200	Prioritised for 2009/10 financial year
2	Upgrading	Rooiberg	N03100007	2003/ 2004	339	227	112	Project to be closed at 227 units
3	Upgrading	Northam	N03100006	2003/ 2004	611	597	14	Project to be closed at 597 units

11.9 Challenges for housing demand in Thabazimbi

- Mushrooming of informal settlements due to lack of land
- Illegal occupants in RDP houses.
- 326 units blocked .
- Lack of residential site
- Lack of services in some RDP houses

CHAPTER 12: PERFORMANCE MANAGEMENT SYSTEM

12.1 INTRODUCTION

PMS in the municipality is intended to manage and monitor service delivery progress against the identified objectives in the IDP. It is a system, through which the municipality sets targets, monitors, assesses and reviews the organisational and individual employee's performance based on priorities, objectives and measures derived from the IDP

Outlined in Section 40 of the Municipal System Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore points out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Target be reviewed, and these reviewed, will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers.

The Municipal Planning and Performance Management Regulations (2001) stipulate that a "Municipality's performance management system entails a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal planning and performance Management Regulations, 2001).

Thabazimbi Municipality adopted the first performance management framework on April 2010. The framework was reviewed and amended during 2006/2007 financial year to align with the best practice guidelines suggested by Department of Cooperative Governance and Traditional Affairs.

The performance Management function of Thabazimbi Municipality was previously outsourced to an external service provider and Council resolved during the 2009/2010 financial year to create an internal Performance Management Unit within the Office of the Municipal Manager.

The Performance Management unit was capacitated during the 2010/2011 financial year. The municipality appointed PMS Coordinator in October 2010. During the 2010/2011 financial year, the Performance Management Unit prepared a new Performance Management Framework and Policy which was adopted during

the 2013/2014 financial year by Council item no. 21. The PMS Coordinator was moved from Technical services where he was appointed as Divisional Head EPWP in 2013, to the office of the Municipal Manager as Divisional Head PMS in 2014

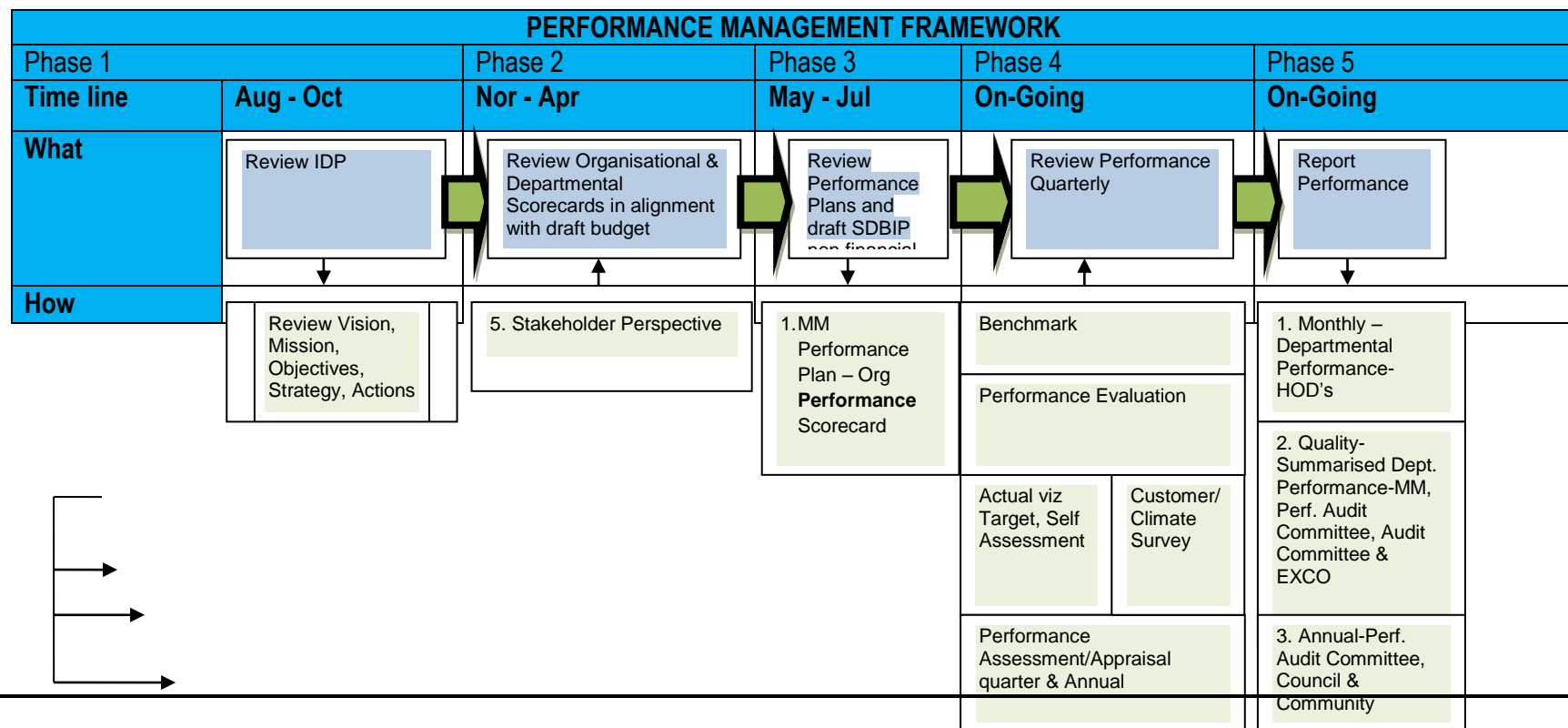
Organisational Performance Management Process

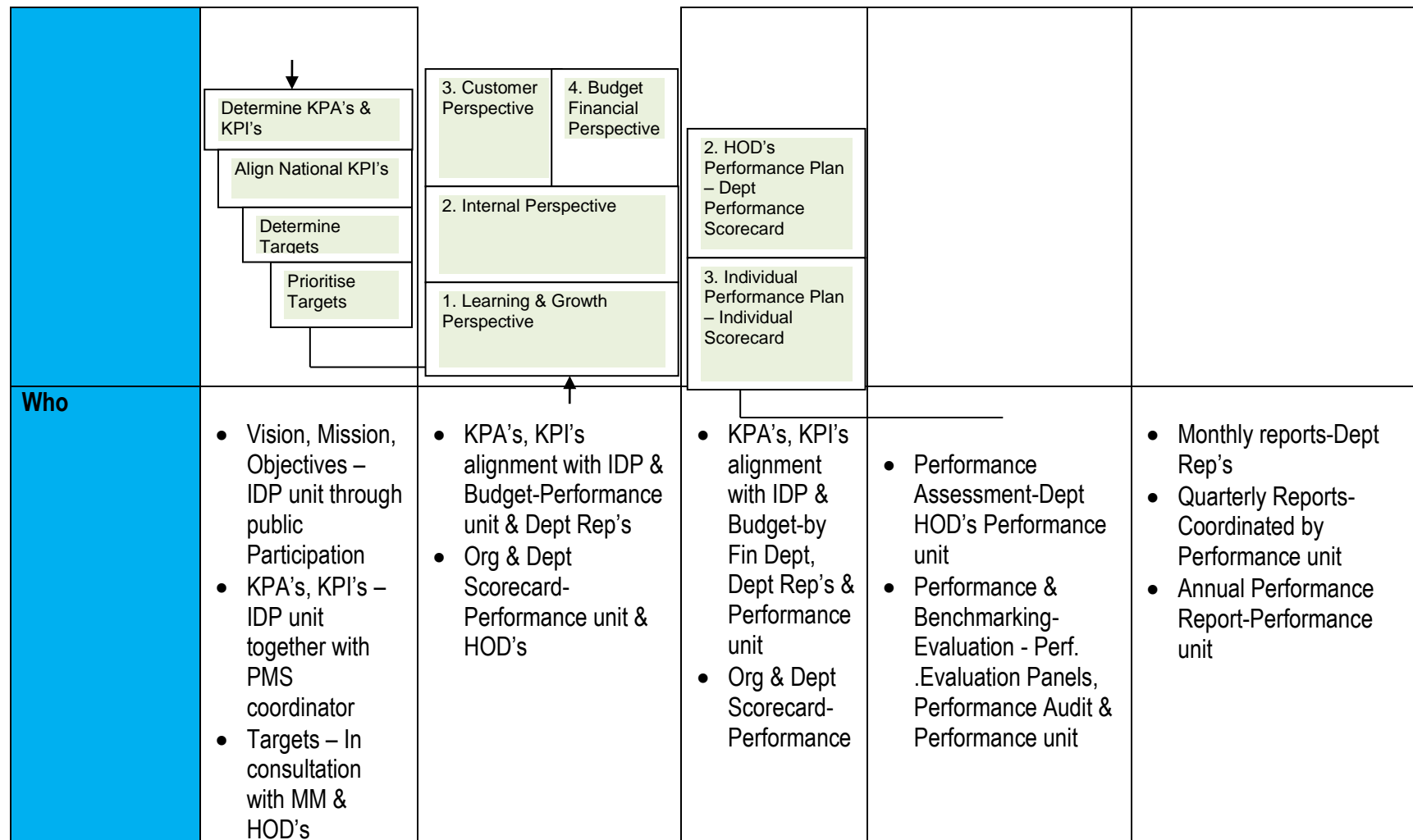
Key performance indicators have been refined in support of the municipality's development priorities and objectives as set out in the revised IDP framework, aligned with the organisational structure and reporting on long term strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the 2013/2014 OPMS Scorecard. A process to ensure regular reporting is in place and gets reported quarterly to the Council via the Performance Audit Committee/Audit Committee.

Individual performance agreements and performance plans were prepared in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette) and signed by the Municipal Manager and Heads of Department. These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms circular 13 from National Treasury and Municipal Finance Management Act.

The following diagram illustrates a summary of the newly developed performance management framework for Thabazimbi Local municipality for performance measurement and reporting, adhering to the guidelines suggested Department for Cooperative Governance and Traditional Affairs:

Table: 105





12.2 Role players in the Performance Management System of the municipality

The Performance Audit Committee for the 2013/2014 financial year was re-affirmed in terms of Section 14(2) of the Local Government: Municipal Planning and Performance Management Regulations of 2001 per Council item no. 20, resolution no. 20, 5 July 2013 and the members are as follows:

Chairperson: L Mphahlele

Member 1: L Nevondwe

Member 2: OP Mokoena (Appointed 10 March 2015, Council item 4.2 and resolution no. 4.2)

Performance Evaluation Panels

Performance Evaluation Panels have initially been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager.

Performance Assessment Panels for the assessment of Section 57 employees were established as follows:

For purpose for evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons was established-

- (i) Mayor
- (ii) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- (iii) Executive Committee Member/s
- (iv) Municipal Manager and
- (v) Member of a Ward Committee as nominated by the Mayor
- (vi) MPA

Status of the PMS in the municipality

Cascading of PMS to lower levels

The municipality has cascaded the PMS to Divisional Head levels from the 2013/14 financial year. Implementation has not commenced due to the fact that the municipality has not developed a performance management framework for this level

Auditing of Performance Information

The Municipal Systems Act, 2000, section 45 requires that the results of performance measurements in terms of section 41 (1)(c), must be audited as part of the internal auditing process and annually by the Auditor-General. All auditing must comply with section 14 of the Municipal Planning and Performance Management Regulations, 2001 (Regulation 796).

Thabazimbi Municipality has an Internal Audit Unit to coordinate and manage the Internal Audit function within the Municipality. As part of their scope, auditing of the Performance Management System and Audit of Performance Information was performed and reports received for each quarter in terms of the following:

Table: 106

12.3 Auditor-
and Action Plan
TLM has received
during the
year.
Audit Opinion
Table: 107

Project	Focus Area
Review of Performance Information – Quarter 1	<ul style="list-style-type: none"> • Consistency in reporting; • Measurability and reliability; • Performance reports reviews; • Performance score verification (Municipal Manger and Deputy Municipal Managers); • Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 2	<ul style="list-style-type: none"> • Consistency in reporting; • Measurability and reliability; • Performance reports reviews; • Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 3	<ul style="list-style-type: none"> • Consistency in reporting; • Measurability and reliability; • Performance reports reviews; • Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 4	<ul style="list-style-type: none"> • Consistency in reporting; • Measurability and reliability; • Performance reports reviews; • Compliance with relevant laws and regulations.

General Outcome
for the 2013/14 FY
a Disclaimer
2013/14 financial

2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Disclaimer	Qualified	Unqualified	Disclaimer	Disclaimer	Disclaimer

Table: 108

Matters raised by the auditor General and the municipality Action Plan

No.	Finding	Action plan	Due date	Responsible Person
1	Statement of Changes in Net Assets	The Annual financial statements to be properly reviewed by the CFO and the Audit committee at the end of the to ensure that the finding raised on the statement of changes in equity is addressed. A schedule of all adjustments in the statement of changes in equity to be kept and the movement should be tested against the accumulated surplus account to ensure accuracy.	31/08/2015	CFO
2	Long-term liabilities - Security for the DBSA loan not disclosed in the financial statements	The Budget division will review all the DBSA loans for guarantees or any security in terms of the contract. The division will then make a list of all the securities and the description of the security and the amount of the security. This list will be used for disclosure in the AFS at year-end.	06/05/2015	CFO
3	(AR - MA) - EX.74: Bank and cash - Unreconciled difference on the bank reconciliation.	Reconciliation to be performed on a monthly basis and reviewed by a senior official on a timely basis. The review should include the testing of some of the reconciling items to verify accuracy.	06/05/2015	CFO
4	(MR - IM) - EX.75: Bank and cash - The amount of the cashbook as per the disclosure note does not agree to the reconciliation.	After the AFS have been prepared a proper review of the disclosures against supporting documents should be performed.	31/08/2015	CFO
5	(MR - IM) - EX.78: Bank and cash - Outstanding Cheques not complete	Reconciliation to be performed on a monthly basis and reviewed by a senior official on a timely basis. The review should include the testing of some of the reconciling items to verify accuracy.	06/05/2015	CFO
6	(MR - IM) - EX.79: Bank and cash - Reconciling item Invalid	Reconciliation to be performed on a monthly basis and reviewed by a senior official on a timely basis. The review should include the testing of some of the reconciling items to verify accuracy.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
7	(MR - CM) - EX.80: Bank and cash - Non-compliance with MFMA S70 (2) – Overdraft\	Management to develop a strategy to improve the income earning capacity and expenditure management, the strategy will ensure that the municipality has money in the bank and does not incur overdrafts. However in circumstances where an overdraft occurs the national treasury will be promptly notified and a council resolution will be requested.	06/05/2015	CFO
8	(MR - IM) - EX.87: Bank and cash - Reconciling items not cleared timely	The accountant responsible for the preparation of bank reconciling should follow up with the expenditure and revenue department to make sure that reconciling items are cleared on a timely basis, if this is not done he/she should report to immediate senior.	06/05/2015	CFO
9	(MR - IM) - EX.89: Bank and cash - Other facilities on the bank confirmation could not be explained and suspended employees included as signatories	Communicate with the Banking institution and inform them of the authorized signatories as approved by the municipal management. The municipality should confirm the change of signatories in writing with the banking institution.	06/05/2015	CFO
10	(AR - MA) - EX.93: Contingent liabilities - Limitation of scope	Corporate legal department to make a list of all cases against or by the municipality using the template approved by the AG. They will also keep the files of all the cases for access by AGSA. The department should also communicate to the lawyers the reason for confirmation and about the effect on our AFS if the lawyers do not respond to the confirmation request at year-end.	06/05/2015	CFO
11	AR - MA) - EX.102: Cash flow statement not accurately prepared.	Cash flow calculations for the 2013/14 to be re-performed and the calculations at year-end should be reviewed before being included in the AFS.	31/08/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
12	(MR - IM) - EX.8: Employee Cost - Employee's rental not in line with approved tariff policy.	Revenue Department should make available the tariff policy for employee's rental to the legal Department to draft contracts with the correct applicable rentals.	06/05/2015	Manager CS
13	(MR - IM) - EX.9: Employee Cost - Overpayments to deceased employees not recovered and some recovered at incorrect amounts.	Management to request council to approve write off of the overpayment, because this is a sensitive matter and it will not be easy to recover it from the remaining family members.	06/05/2015	Manager CS
14	(MR - IM) - EX.13: Employee Cost - Leave days paid out greater than 48 days	Management to contact the payroll system provider to program the calculation of leave days to be limited to 48 days when calculating payment due after resignation or retirement. Expenditure division will review the calculated payment and verify whether it is limited to 48 days and make adjustments if needed. Corporate Department to develop internal policies and procedures for HR. These policies should be communicated to all HR employees.	06/05/2015	Manager CS
15	(MR - IM) - EX.14: Employee Cost - Acting allowance not paid	Management to ensure that documentation in relation to appointment as an acting employee are completed and sent to HR. HR division to input the details in the system. Corporate Department to develop internal policies and procedures for HR. These policies should be communicated to all HR employees.	06/05/2015	Manager CS
16	(MR - IM) - EX.15. Employee Cost - PAYE and SDL not paid timeously to SARS	Municipality to develop a strategy to improve the cash flow situation. These will ensure that money is available to address suppliers' requirements when they became due.	06/05/2015	Manager CS

No.	Finding	Action plan	Due date	Responsible Person
17	(MR - IM) - EX.16: Employee Cost - Pro rata service bonus due on termination not paid	Municipality to calculate the pro-rata services bonus and make payments to the affected ex employees. In future the pro-rata bonus will be calculated and paid with the final salary of employees who resigns.	06/05/2015	Manager CS
18	(MR - IM) - EX.17: Employee Cost - Long service leave granted and paid not valid	The expenditure division should obtain employment details and review the policy on long service award before loading payment to employees.	06/05/2015	Manager CS
19	(MR - IM) - EX.22: Employee Cost - PAYE inaccurate	The municipality will keep all the calculations for PAYE and forward to Auditors immediately when they arrive.		CFO
20	(MR - IM) - EX.24: Employee Cost - No adequate internal policies and procedures in place for HR	Corporate Department to develop internal policies and procedures for HR. These policies should be communicated to all HR employees.	On-going	CFO
21	(MR - CM) - EX.25: Employee Cost - Overtime-hours worked not in compliance with the Basic Conditions of Employment Act	Management, divisional heads and supervisors should familiarize themselves with the basic condition of employment act and use this in approving overtime to employees.	06/05/2015	CFO
22	(MR - IM) - EX.26: Employee Cost - Overtime not paid accurate	Expenditure department to calculate all overtime payment using the rate and the hours worked by the employee.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
23	(AR - CM) - EX.28: Employee Cost - SCM Head without relevant qualifications	Appoint a qualified official as head of SCM.	On-going process	CFO
24	(AR - CM) - EX.29: Employee Cost - Competency assessment not conducted	Municipality to perform minimum competency assessment and report the consolidated information to the national treasury and the provincial treasury department. This information will also be including in the municipality's annual report.	30 July 2015	CFO
25	(MM - CM) - EX.30: Employee Cost - Annual performance evaluation not performed	The accounting officer will ensure that annual performance evaluation is performed at least once a year as required by the Municipal System Act 41(c)(i) and (ii)	10 July 2015	CFO
26	(MR - CM) - EX.31: Employee Cost - No performance agreements with employees other than managers and divisional heads	The municipality will issue all its employees with their job descriptions, their targets on the specific jobs and performance agreements as per guidelines issued by COGHSTA.	On-going process	CFO
27	(MR - IM) - EX.38: Employee Cost - Misclassification of accounts	Votes or accounts should be reviewed on a monthly basis to ensure that misclassification does not occur.	06/05/2015	CFO
28	(MR - CM) - EX.3: Unauthorized, Irregular, Fruitless & Wasteful Expenditure - No liability and recovery for the UIF	Management must draft a policy in accordance with the MFMA section 32(2) and 32(6). The policy should be communicated to all stakeholders and SCM division to attend work- shops on how to avoid unauthorized, Irregular, Fruitless & Wasteful Expenditure	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
	incurred			
29	(AR - MA) - EX.18: Unauthorized Expenditure - Unspent MIG funds exceeds bank balance	The MIG funds have now been disclosed as unauthorized expenditure in the AFS as required by MFMA section 1(e).	31/08/2015	CFO
30	(AR - CM) - EX.35: Fruitless and wasteful expenditure - Completeness of fruitless and wasteful expenditure	The identified fruitless and wasteful expenditure has been fully disclosed in the AFS after discussion with the Auditors.	31/08/2015	CFO
31	(MR - CM) - EX.60: Fruitless and wasteful expenditure - Incurred fruitless and wasteful expenditure not reported to Mayor and ME	The municipality to assess all potential expenditure and services to be provided by suppliers and verify whether it will not results in fruitless expenditure. The SCM division will compile a list of fruitless and wasteful expenditure, which includes details of the expenditure, the total amount and the suppliers' name. This schedule will be reviewed by the CFO and reported to the MM, Mayor, MEC and the Auditor general as required by MFMA section 32(4).	06/05/2015	CFO
32	(AR - MA) - EX.56: Procurement and Contract Management - Limitation of scope	SCM division to file all tender documents that were part of the tender process in accordance with the year that they are advertised reviewed and awarded. In addition the SCM department will prepare the requested documents that were part of the limitation of scope and hand them over to Auditor general when they arrive next year.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
33	(MR - CM) - EX.57: Procurement - SCM non-compliances with SCM regulations and the MFMA	The SCM division will submit reports to the MM each quarter on the implementation of the SCM regulation. They will also submit a report within 30 days after year about the implementation of the SCM regulations and MFMA to council.	06/05/2015	CFO
34	(AR - MA) - EX.94: Procurement - No original tax clearance certificate submitted	The SCM will request original tax certificates from all suppliers to procure goods and services to the municipality. The divisional head should inform the SCM employees about the importance of complying with the regulation and regular review the files for tax certificates.	06/05/2015	CFO
35	(AR - MA) - EX.95: Procurement - No 3 quotations obtained from at least 3 suppliers	The SCM will request 3 quotations from at least three suppliers for the procurement of goods and services to the municipality. Management of the municipality should inform all departments to request procurements of goods in time in order to allow the division to obtain the 3 required quotations.	06/05/2015	CFO
36	(MR - IM) - EX.96: Procurement - Possible cases of cover quoting		06/05/2015	CFO
37	(MR - IM) - EX.97: Procurement - Deviations not reported to council	SCM division to make a list of all deviation and update it each and every month, the list will then be used to report deviations to council at year-end.	06/05/2015	CFO
38	(MR - IM) - EX.114: Consultants management - Internal controls not designed and implemented.	Management to draft a strategy or policy that defines the objectives for appointing consultants. The strategy will also address the over-reliance on consultants, the internal controls regarding transactions flows and availability of information as well as skills transfer by the consultants.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
39	(MR - CM) - EX.115: Consultants management - Copyright in any document produced by consultants	Corporate department to include in all future contracts with suppliers/contractors the regulation of SCM 35(4) which states that copyright, patent right or ownership in any asset is vested in the municipality. The department head and accounting officer should ensure that the regulation is include before signing the appointment contract.	06/05/2015	CFO
40	(MR - CM) - EX.117: Consultants Management/ Contract Management - Contract price is above the tendered price.		06/05/2015	CFO
41	(AR - CM) - EX.118: Consultants Management - No evidence of formal skills transfer and delivery after contract end (Fruitless &	All consultants to conduct training workshops and a register of attendance will be submitted to management as proof of skill transfer.	06/05/2015	CFO
42	(AR - MA) - EX.119: Procurement and Contract Management - Limitation (No bid adjudication reports and minutes filed)	SCM division to file all tender documents that were part of the tender process in accordance with the year that they are advertised reviewed and awarded. In addition the SCM department will prepare the requested documents that were part of the limitation of scope and hand them over to Auditor general when they arrive next year. The files should include adjudication reports and minutes.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
43	(MR - IM) - EX.7: Entity level controls weaknesses	The municipality should draft and implement a Fraud prevention plan. The plan should be reviewed and approved by the audit committee. The Accounting officer should sign the audit committee charter and the speaker of the council as proof that council approved it.	06/05/2015	CFO
44	(MR - IM) - EX 85: Consumer Deposits - Deposit Register does not agree to the general ledger and annual financial statements	Consumer Deposits register to be prepared on a monthly basis and reviewed on a monthly basis by the divisional head. A file to support the information on the register to be kept and signed as proof of review.	06/05/2015	CFO
45	(MR - IM) - EX.105: Budget information - Statement of comparison of Budget and Actual Amounts - No explanations for variances	The finance departments to review the variances between the budget and actual amounts and provide reasons for the differences. The AFS will be reviewed by the CFO at year-end to ensure that explanations have been provided.	30/07/2015	CFO
46	(MR - IM) - EX.107: Inconsistencies between appendix and information in the AFS	A comparison of the appendix and the information in the AFS will be performed at year-end. The CFO will review both the information to ensure that it is consistent.	30/07/2015	CFO
47	(AR - CM) - EX.64: Annual Report & Financial Statements Compliance	Financial statements compliance The municipality should ensure that all monthly processes are completed within 15 days after the end of the month. This will pave the way for the AFS to be prepared and submitted for review by the audit committee within the required timeframes.	30/08/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
		<p>The municipality should also ensure that consultants complete their assigned project on time in order to incorporate the information in to the AFS</p> <p><u>Annual report compliance</u></p> <p>The annual report should be tabled to council and an oversight report containing council comments adopted within two month after the annual report has been tabled.</p> <p>The oversight report to be made public within seven days after its adoption.</p>		
48	(MR - IM) - EX.69: Irregular, Unauthorized and Fruitless Expenditure - Required information not disclosed in the financial statements	The required information was included in the AFS after discussing with the Auditor general. The municipality to include the information in all future AFS if UIF is incurred.		CFO
49	(AR - CM) - EX.71: Budget & Expenditure Management Compliance	The municipality will ensure that expenditure is incurred within the budgeted amounts and the authority to override budget limitation should be allocated to senior management.	06/05/2015	CFO
50	(MR - CM) - EX.72: Asset Management Compliance	The finance department will prepare a report on investments and submit to the mayor within 10 working days after the end of the month. The report will include signatures and dates as proof of date of submission.	06/05/2015	CFO
51	(AR - CM) - EX.113: Conditional Grants Compliance	DORA compliance checklist should be developed and monitored for compliance	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
52	(MR - CM) - EX.116: Audit Committee Compliance	The accounting Officer to address all departmental heads and inform them that documents or reports required by the audit committee for better performance of their work should be submitted on time. Internal audit to oversee the process and ensure that all departments adhere to this.	06/05/2015	CFO
53	(MR - IM) - EX.58: VAT - VAT accounts not netted-off	The finance department will ensure that the preparation of the AFS is in compliance with the requirements of GRAP 1 presentation of annual Financial Statements. The CFO and the Audit committee should review the AFS to verify compliance with all GRAP standards and whether all prior year findings have been addressed.	July 2015	CFO
54	(MR - IM) - EX.59: VAT - VAT Output not accounted for on income from disposed assets	Vat output to be accounted for at year-end on the disposal of assets and a prior period error disclosure made in accordance with GRAP 3.	06/05/2015	CFO
55	(AR - MA) - EX.55: Fixed Assets - Amount as per the summary of the schedule does not agree to the detailed schedule	The municipality to appoint a new services provider who has a proven track record in preparing the AFS in accordance with GRAP. The appointment to be made as early as possible to allow the consultant enough time to prepare the FAR and the municipal management to properly review the FAR and perform reconciliations between GL, FAR and AFS.	06/05/2015	CFO
56	(AR - MA) - EX.77: Fixed Assets - Depreciation inaccurately calculated	The services provider will be provided with the approved municipal useful life of the assets and this should be used to calculate the depreciation of assets. The municipality will compare the useful life as per FAR and the useful life as per the policy, any differences will be rectified.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
57	(AR - MA) - EX.86: Fixed Assets - No valuation reports for assets and purchase supporting documentation	The appointed services provider will be required to submit valuation reports used for the basis of calculating the deemed costs and all the supporting documents used to compile the FAR. Management to review the reports to verify reasonability and compliance with directive 7 and GRAP 17.	06/05/2015	CFO
58	(MR - IM) - EX.92: Fixed assets - PPE Disclosure note incomplete	The disclosure of PPE in the AFS will be performed in accordance with GRAP 17 paragraph 79. After the disclosure has been made a comparison of the note against paragraph 79 will be made to ensure completeness.	06/05/2015	CFO
59	(AR - MA) - EX.99: Fixed Assets - Completeness of Land could not be tested	The services provider should work closely with the asset officers and the services provider and the asset officer should physically verify all assets included in the FAR. The asset officer should also make sure that all the assets have been recorded in the municipality's accounting records.	06/05/2015	CFO
60	(AR - MA) - EX.100: Fixed Assets - No supporting documents for the Work In Progress recognized	The appointed services provider will be required to submit valuation reports used for the basis of calculating the deemed costs and all the supporting documents used to compile the FAR.	06/05/2015	CFO
61	(AR - MA) - EX.101: Fixed Assets - Work In Progress not recorded	The technical department should forward all invoices received on projects to the asset division and the expenditure division. This will ensure that all work in progress is identified by the asset division and recorded in the general ledger and the FAR.	06/05/2015	CFO
62	(AR - MA) - EX.108: Fixed Assets - Impairment loss - No proof of calculation of impairment loss	The appointed services provider will be required to submit valuation reports used for the basis of calculating the deemed costs and all the supporting documents used to compile the FAR. This report should also include the basis for impairing assets.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
63	(AR - MA) - EX.109: Fixed Assets - Existence of assets could not be confirmed	The services provider should work closely with the asset officers and the services provider and the asset officer should physically verify all assets included in the FAR. The asset officer should also make sure that all the assets have been recorded in the municipality's accounting records.	06/05/2015	CFO
64	(AR - MA) - EX.110: Fixed Assets - Roads on the government gazette not included in the fixed asset register	The services provider will be provided with the government gazette on roads and will be required to include them in the asset register. The municipality will review the asset register to verify that all roads as stated by the gazette have been included.	06/05/2015	CFO
65	(AR - MA) - EX.111: Fixed Assets - The completeness of waste water network and storm water network could not be verified	The services provider will also be required to supply the municipality with the co-ordinates that will be used to identify network points.	06/05/2015	CFO
65	MR - IM) - EX.104: Finance Lease Liability - Disclosed liability not accurate & Finance costs not accounted for in the vote	The finance cost and the misstatement will be disclosed in the 2014/15 financial period as a prior period error in accordance with GRAP 3.	06/05/2015	CFO
66	(MR - IM) - EX.27: Fixed Assets - Assets disposed not shown in the asset register	The services provider will be required to prepare the FAR in accordance with GRAP 17 and all other regulations that apply to assets. This will ensure that all assets disposed are shown in the asset register.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
67	(MR - IM) - EX.37: Fixed Assets - Assets in the asset register without asset numbers or serial numbers	The asset division should tag all assets that belong to the municipality and the municipal management should review the FAR at year-end to ensure that all assets in the FAR have serial numbers or asset numbers.	06/05/2015	CFO
68	(MR - IM) - EX.81: Assets disposals - Auction proceeds not yet collected at year end	The municipality should contact the auctioneer and make arrangements for the proceeds to be paid over as soon as possible.	06/05/2015	CFO
69	(MR - IM) - EX.11: Expenditure - Misclassifications within expenditure votes	Monthly review of expenditure votes will be performed to identify misclassifications. After misclassifications have been identified the person responsible will be trained in order to eliminate future mistakes.	06/05/2015	CFO
70	(MR - IM) - EX.12: Expenditure - Transactions not recorded or duplicated in the general ledger.	Finance department to design and implement controls in relation to services or goods received, their recording and filing. If properly implemented the errors of duplications or non-recording will be eliminated.	06/05/2015	CFO
71	(MR - IM) - EX.33: Expenditure - Negative accounts included in disclosed expenditure	The finance department will assign a knowledgeable employee to review the classification of all accounts on a monthly basis. The CFO and the audit committee to verify whether negative amounts are not included in expenditure will also review the AFS.	06/05/2015	CFO
72	(AR - CM) - EX.51: Expenditure/ SCM - Segregation of duties	Management to draft a policy on segregation of duties and other internal control processes. This policy should be clearly communicated and applied by the SCM division where non-compliance could result in disciplinary action.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
73	(MR - IM) - EX.54: Expenditure (Leases) - Operating lease expenditure and commitment expenditure not correctly disclosed	The operating lease expenditure and commitment will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3.	06/05/2015	CFO
74	(MR - IM) - EX.82: Expenditure - Duplicated payments	The duplicated amounts will be reversed in the current in accordance with the requirements of prior period error GRAP 3.	06/05/2015	CFO
75	(MR - IM) - EX.84: Expenditure - Payments made without goods delivered	The finance department will enforce the regulation that all payments to be made should be accompanied by a goods received note signed by the authorized individual who received the goods.	06/05/2015	CFO
76	(MR - IM) - EX.90: Expenditure (S&T) - Less than 500 km's claimed per month		06/05/2015	CFO
77	(MR - IM) - EX.91: Expenditure (S&T) - Double claimed travel & subsistence		06/05/2015	CFO
78	(AR - CM) - EX.1: Payables - Suppliers not paid within 30 days	The municipality will develop and implement a strategy that improves the cash flow situation of the municipality. In addition suppliers will be paid on the FIFO basis unless in case of emergencies.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
79	(MR - IM) - EX.44: Accruals - Reported accruals do not reconcile to the year-end accruals listing	The municipality will investigate the accrual listing and make corrections in accordance with the GRAP 3 Prior period error. In the current 2014/15 financial period the finance department will make a review the accrual listing and verify whether it agrees to the general ledger.	06/05/2015	CFO
80	(MR - CM) - EX.48: Payables - MFMA S37 (1)(c) Co-operative government	Municipality to develop a strategy to improve the cash flow situation. These will ensure that money is available to address suppliers' requirements when they became due.	06/05/2015	CFO
81	(MR - IM) - EX.53: Payables - Debtors in credit per age analysis versus amount disclosed in payables.	The difference in the age analysis and the amount disclosed will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings.	06/05/2015	CFO
82	(MR - IM) - EX.88: Payables - Amount payable to roads agency is not accurate	The payables will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings. The expenditure and revenue division to perform monthly reconciliations of licensing.	06/05/2015	CFO
83	(MR - CM) - EX.39: AOPO - Monthly projections of revenue & expenditure not included in the SDBIP	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
84	(MR - CM) - EX.40: AOPO - SDBIP not approved timeously by the Mayor	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS

No.	Finding	Action plan	Due date	Responsible Person
85	(MR - CM) - EX.41: AOPO - Adjustment budget not made public within 10 days of adoption	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
86	(AR - CM) - EX.42: AOPO - No performance indicators and targets sets in respect of each development objectives and priorities	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
87	(AR - CM) - EX.43: AOPO - Performance objectives, indicators & targets not included in performance agreements of S 57 Managers	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
88	(MR - CM) - EX.45: AOPO - SDBIP not made public within 10 days after approval	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
89	(MR - CM) - EX.46: AOPO - Approved SDBIP not submitted to the national and provincial treasury	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS

No.	Finding	Action plan	Due date	Responsible Person
90	(MR - CM) - EX.47: AOPO - Mid-year performance assessment report not submitted by 25 January 2014 to national & provincial treasury	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
91	(AR - CM) - EX.49: AOPO - Reliability and Usefulness of performance information could not be tested due to limitation of scope	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
92	(AR - CM) - EX.50: AOPO - No consistency between IDP and SDBIP	The performance information cannot be adjusted backwards, however based on the Audit findings management to make sure that all the issues raised are addressed when the new IDP and SDBIP are compiled.	06/05/2015	Divisional Head PMS
93	(MR - IM) - EX.19: Employee Cost - Provision for leave inaccurately valued	The provision for leave will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings.	06/05/2015	CFO
94	(MR - IM) - EX.52: Provisions - Landfill site provision misstatements	The Landfill provision will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
95	(MR - IM) - EX.65: Provisions - Bonus provision valuation errors	The bonus provision will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings. The resident accountant to perform a recalculation and the calculations will be reviewed by the CFO	06/05/2015	CFO
96	(MR - IM) - EX.67: Provisions - Leave pay provision	The provision for leave will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings. The resident accountant to perform a recalculation and the calculations will be reviewed by the CFO.	06/05/2015	CFO
97	MR - IM) - EX 62: Receivables - Misstatements in the receivables disclosure note 12.	The misstatement in receivables will be included in the 2014/15 AFS as a prior period error and properly disclosed in accordance with GRAP 3. The CFO and Audit committee to review the AFS in order to confirm the rectification of the findings.	30/07/2015	CFO
98	(AR - CM) - EX 2: Revenue - Reconnections were not done in line with the policy	The CFO to address the revenue division about enforcing the credit control and debt collection policy in order to eliminate these findings.	06/05/2015	CFO
99	(AR - MA) - EX.4: Revenue - Services are charged at incorrect rates	The revenue division to review the rates on the system against the approved ones and rectify.	06/05/2015	CFO
100	(AR - MA) - EX.5: Revenue - Assessment Rates not according to	The revenue division will make a comparison of the approved rate policy against the assessment rates in the system. Differences will be rectified.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
	the Tariff rate Policy			
101	(MR - IM) - EX.6: Revenue - Property Rates: Market value as per the valuation roll does not agree to the Munsoft system	The municipality will approach the munsoft system providers and obtain advice on how to load the valuation roll on the system. After loading the valuation roll on the system a comparison of the munsoft system and the valuation roll will be performed.	06/05/2015	CFO
102	(AR - MA) - EX.10: Revenue limitation of scope - Service charges (None submission of information)	Revenue division with the assistance of technical department to prepare a list of the following in relation to services charges: <ul style="list-style-type: none"> • List of faulty and non working meters • Meter reading reports for the whole year 	06/05/2015	CFO
103	(AR - MA) - EX 20: Revenue - Amount disclosed as agency income is not accurate	Monthly preparation and review of the agency fees and correcting journals to be processed. Monthly updates of the status will be presented to the CFO.	06/05/2015	CFO
104	(MR - IM) - EX.21: Revenue - Accounts inaccurately categorized and described in the notes	Finance to review all the votes or accounts when preparing the AFS and correct or confirm that all categories are in accordance with GRAP standards.	31/08/2015	CFO
105	(MR - CM) - EX 23: Revenue - Deposits were not charged on rentals	Procedure manuals to be developed and the revenue division to be given work -shops on the process required when rentals are requested.	06/05/2015	CFO

No.	Finding	Action plan	Due date	Responsible Person
106	(AR - MA) - EX.34: Revenue - Limitation of scope (No invoices submitted to support expenditure financed from the MIG grant).	All departments involved in receiving, recording and filling of invoices relating to projects to keep a file of invoices (copies) and this should be compared against the MIG register, work in progress, commitment register and the expenditure processed by the finance department.	06/05/2015	CFO and MTS
107	(AR - MA) - EX 63: Revenue - Distribution Loss	Distribution losses to be calculated monthly and reviewed monthly, with supporting documents attached to the register. Monthly updates of the progress will be presented to the CFO.	06/05/2015	CFO and MTS
108	(MR - IM) - EX.68: Revenue - Misclassification of vesting benefit to revenue	The amount will be allocated to its correct vote.	06/05/2015	CFO
109	(AR - MA) - EX.73: Revenue - Debit amounts included in disclosed revenue	The finance department to investigate all debit amounts in revenue and process journals to properly classify the amounts.	06/05/2015	CFO
110	(AR - MA) - EX.76: Revenue - Sale of refuse wheel bins - Overstatement of revenue.	Revenue department will scrutinize the register for wheel bins and complains as per the advert for objection and only recognize the income on the register of those who accepted and signed for the bins. Revenue recognized that does not meet the requirements of GRAP will be reversed.	06/05/2015	CFO

12.5 2015/16 MEC Comments

KPA 1: SPATIAL RATIONALE - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis information for the spatial rationale KPA is satisfactory but there are still some shortcomings, namely:</p> <ul style="list-style-type: none"> ▪ The use of maps to analyze the spatial dynamics of municipalities is still limited for both Category B (Local) and C (District) municipalities. In some cases there are no maps in the IDP. The use of maps printed in black and white is also still prevalent. ▪ For Category C municipalities, the district- wide spatial analysis is seldom categorized per each local municipality. 	<p>The purpose of the spatial analysis is to ensure that land use planning and management is informed by credible and comprehensive information. Municipalities should, therefore, consider the following in the analysis phase:</p> <ul style="list-style-type: none"> ▪ The necessity for spatial restructuring; ▪ The need for land reform; ▪ The indication of hierarchy of settlements as envisaged in the provincial SDF; and ▪ The spatial constraints, problems, opportunities, trends and patterns.
Strategies	<p>The strategies phase for spatial rationale is not satisfactory. This is true for both Category B and C municipalities. Hereunder are a variety of findings:</p>	<p>During the strategy phase, municipalities have to identify spatial development objectives and strategies to address the spatial challenges as highlighted in the analysis phase.</p>

	<ul style="list-style-type: none"> ▪ In some IDPs, the spatial strategies formulated do not address all the challenges highlighted in the analysis phase; ▪ There is a blanket approach to the formulation of strategies resulting in strategies that are not content specific; ▪ There are inconsistencies in terms of formulating strategies that are short, medium to long term; and ▪ There are also numerous shortcomings insofar as aligning the strategic objectives and strategies. 	<p>Here, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address key spatial challenges highlighted in the analysis phase; ▪ Formulate short, medium and long term spatial strategies; ▪ The spatial strategies have to be SMART; and ▪ The spatial strategies should correlate positively with the municipal development objectives.
Projects	<p>The projects phase for the spatial rationale KPA is satisfactory across municipalities in the province. However, notable shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In certain instances, spatial projects are not informed by identified spatial strategies as highlighted; 	<p>The spatial projects phase seeks to ensure that the challenges as highlighted in the analysis and strategies phases are complemented by appropriate spatial projects. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF

	<ul style="list-style-type: none"> ▪ The source of funding and implementing agent(s) are not always reflected. ▪ In some instances, the projects in the IDP of Category C municipalities are not reflected in the IDPs of Category B municipalities. 	<p>period;</p> <ul style="list-style-type: none"> ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have budget allocations; and ▪ The projects should reflect on the source of funding as well as the implementing agent(s).
Integration	<p>All municipalities have adopted Spatial Development Frameworks (SDF) and the local municipalities have developed their Land Use Management Schemes (LUMS) to guide the municipal spatial development patterns. However, it should be note that some SDFs have long been adopted and needs to be reviewed in line with SPLUMA.</p> <p>Generally, the SDFs are not able to provide guidance with regard to planning. The IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities such as spatial planning, infrastructure and basic services. This would ensure that the</p>	<p>In the integration phase, municipalities should have Integrated Spatial Development Frameworks with the following outputs:</p> <ul style="list-style-type: none"> ▪ A summary including spatial development trends and issues emerging; ▪ Localised spatial development principles; ▪ Strategic guidelines for spatial restructuring and spatial integration; ▪ Location of all projects; ▪ Summary of land reform issues related to projects;

	<p>IDP process become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved.</p>	<p>and</p> <ul style="list-style-type: none"> ▪ Maps which indicate spatial objectives and strategies. <p>Responsibility: Municipal Development Planning Department</p>
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3.5. KPA 2: BASIC SERVICES - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

Water and Sanitation

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The water and sanitation analysis is satisfactory. However, the noted shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In some instances, the water and sanitation backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa. This is especially because grant funding for capital projects is located in Category C municipalities except in the Waterberg District. ▪ For Category C municipalities, the backlogs 	<p>The purpose of the water and sanitation analysis is to ensure that municipal planning process is informed by a comprehensive credible status quo. The analysis should consider the following;</p> <ul style="list-style-type: none"> ▪ Determine level of service provision and backlogs in relations to norms and standards on water and sanitation provision; ▪ Water sources and water catchment areas ▪ Water and sanitation backlogs; ▪ Challenges pertaining to provision of water and sanitation

	<p>are not always tabulated per each local municipality.</p> <ul style="list-style-type: none"> ▪ The depiction of water sources in the analysis is not comprehensive in some of the IDPs; ▪ There is a variety of sources used to extrapolate municipal backlogs; ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa. ▪ The provision of FBW is not indicated in some of the IDPs; and ▪ Not all the Category C municipalities have indicated the provision of FBW per each Category B municipality. 	<ul style="list-style-type: none"> ▪ Status on the provision of Free Basic Water (FBW) and Free Basic Sanitation (Free Basic Sanitation); ▪ Water and sanitation stakeholders in the municipality and their role thereof; <p>NB: For Category C municipalities this analysis should be categorized per each local municipality.</p>
Strategies	<p>There are numerous challenges in the strategies phase and these include the following:</p> <ul style="list-style-type: none"> ▪ The lack of strategies in relation to certain 	<p>In response to the water and sanitation challenges highlighted in the analysis phase, it is important to derive strategies that seek to counter the challenges.</p>

	<p>indicators i.e. strategies on extending and upgrading municipal and sanitation assets and provision of FBW; and</p> <ul style="list-style-type: none"> There is a blanket approach to the formulation of water and sanitation strategies and, thus, resulting in strategies that are not content specific. 	<p>Here, the following should be considered:</p> <ul style="list-style-type: none"> The strategies should address all the challenges as highlighted in the analysis; Formulate short, medium and long strategies; The strategies needs to correlate positively with the development objective; and The strategies have to be SMART. <p>In the case whereby the municipality is not a Water and Service Authority nor provider; strategies should be accessed from the relevant stakeholder(s).</p>
Projects	<p>The projects phase of the water and sanitation KPA is satisfactory. Notable shortcomings include the following:</p> <ul style="list-style-type: none"> In some instances, projects in the IDPs of Category C municipalities are not found in the IDPs of Category B municipalities and vice versa; and 	<p>The water and sanitation projects phase are initiated to ensure that the challenges as highlighted in the analysis and strategies are resolved through these projects. In the development of water and sanitation projects, the following should be considered:</p> <ul style="list-style-type: none"> The projects should be over the MTEF period;

	<ul style="list-style-type: none"> For Category C municipalities, the presentation of water and sanitation is not always classified per each Category B municipality. 	<ul style="list-style-type: none"> The projects should correlate positively with the strategies formulated; The projects should have a budget allocation; The projects should reflect on the source of funding as well as the implementing agent(s); In the case of Category C municipalities, projects should be classified per each Category B municipality. <p>In the case whereby the municipality is not a Water and Service Authority nor provider; projects should be accessed from the relevant stakeholder(s).</p>
Integration	<p>All municipalities which are Water Service Authorities and/or Water Services Providers (WSPs) have Water Services Development Plans (WSDPs). It has, however, been noted that the WSDPs have not been reviewed during the current term of municipalities, hence the many</p>	<p>In the integration phase, municipalities are expected to outline the water and sanitation strategies as per the Water Services Development Plan with the following outputs:</p> <ul style="list-style-type: none"> A set of data containing targets Existing and future consumer profile and service levels;

	water and sanitation challenges as highlighted in the Provincial Water Summit.	<ul style="list-style-type: none"> ▪ Water balance, water sources and quality; ▪ Water services infrastructure; ▪ Water service strategies; ▪ Water demand management; ▪ Institutional management; and ▪ Finances and affordability ▪ <p>Responsibility: Municipal Technical Department (WaterServices Authority)</p>
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9.1 Electricity and Energy

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations

Analysis	<p>The analysis phase is satisfactory. However, shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In some instances, the electricity and energy backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa. ▪ For Category C municipalities, the backlogs are not always tabulated per each local municipality. ▪ The analysis focus seems to be biased towards electricity and thus negating other sources of energy; ▪ There is a variety of sources used to extrapolate municipal backlogs; ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa; and 	<p>The electricity and energy KPA is one of the central pillars to basic services. Given the latter, the analysis should seek to ensure that planning is informed by credible baseline information. The following should be considered in the analysis:</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlog on energy provision (Universal access and level of service); ▪ Sources of energy; ▪ An outline of electricity backlogs; ▪ Challenges pertaining to provision of energy and electricity; ▪ Assess potential alternative sources of energy; ▪ Status on the provision of Free Basic Electricity (FBE) ▪ All the electricity and energy stakeholders and their role thereof; <p>NB: For Category C municipalities this analysis should be classified per each Category B municipality.</p>
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	<ul style="list-style-type: none"> ▪ The provision of FBE is not indicated in some of the IDPs; and ▪ Not all the Category C municipalities have indicated the provision of FBE per each Category B municipality. 	
Analysis	<p>The analysis phase is satisfactory. However, shortcomings include the following:</p> <ul style="list-style-type: none"> ▪ In some instances, the electricity and energy backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa. ▪ For Category C municipalities, the backlogs are not always tabulated per each local municipality. ▪ The analysis focus seems to be biased towards electricity and thus negating other sources of energy; ▪ There is a variety of sources used to extrapolate municipal backlogs; ▪ The percentage of backlogs is not always complimented by absolute numbers and vice 	<p>The electricity and energy KPA is one of the central pillars to basic services. Given the latter, the analysis should seek to ensure that planning is informed by credible baseline information. The following should be considered in the analysis:</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlog on energy provision (Universal access and level of service); ▪ Sources of energy; ▪ An outline of electricity backlogs; ▪ Challenges pertaining to provision of energy and electricity; ▪ Assess potential alternative sources of energy;

	<p>versa</p> <ul style="list-style-type: none"> ▪ The percentage of backlogs is not always complimented by absolute numbers and vice versa; and ▪ The provision of FBE is not indicated in some of the IDPs; and ▪ Not all the Category C municipalities have indicated the provision of FBE per each Category B municipality. 	<ul style="list-style-type: none"> ▪ Status on the provision of Free Basic Electricity (FBE) ▪ All the electricity and energy stakeholders and their role thereof; <p>NB: For Category C municipalities this analysis should be classified per each Category B municipality.</p>
Strategies	<p>The strategies of electricity and energy KPA is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> ▪ In some IDPs there are no strategies for electricity and energy; ▪ The strategies tend to focus on electricity only thus negating alternative sources of energy; and ▪ The lack of strategies to maintain and upgrade municipal electricity assets was noted in some IDPs. 	<p>Taking a cue from the electricity and energy challenges highlighted in the analysis phase, it is important to formulate strategies that seek to solve these challenges.</p> <p>Here, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address all the spatial challenges as highlighted in the analysis; ▪ Develop short, medium and long term spatial strategies; ▪ The electricity and energy strategies needs to correlate positively with the municipal development objectives; and

		<ul style="list-style-type: none"> ▪ The electricity and energy strategies have to be SMART. <p>In the case wherein the municipality is not an electricity service provider the strategies should be accessed from the relevant stakeholder(s).</p>
Projects	<p>The projects phase is satisfactory. The shortcomings that should be noted are as follows:</p> <ul style="list-style-type: none"> ▪ In some instances, projects in the IDPs of Category C municipalities are not found in the IDPs of Category B municipalities and vice versa; and ▪ For Category C municipalities, the presentation of electricity and energy is not always classified per each Category B municipality. 	<p>The electricity and energy projects phase should enable municipalities to ensure that the challenges as highlighted in the analysis and strategies thereof are complemented by projects. In the electricity and energy projects phase , the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; <ul style="list-style-type: none"> ▪ The projects should have a budget allocation; <p>and</p> <ul style="list-style-type: none"> ▪ The projects should reflect on the source of funding as well as the implementing agents; <p>NB: In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>

Integration	Most of the municipalities do not have an Energy Master Plan. The indication is that some of the Energy Master Plans are at draft stage or under review.	The District Municipalities should, in liaison with the DME and ESKOM, develop district-wide and/or Local Energy Master Plans.

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9.5 Waste Management

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The analysis on waste management is satisfactory. The notable shortcomings that should be highlighted include the following:</p> <ul style="list-style-type: none"> ▪ There is limited waste management in rural areas; ▪ For Category C municipalities, the analysis on the state of waste management is not classified per each Category B municipality. 	<p>During the analysis of waste management practices in each municipality, the municipalities should consider the following;</p> <ul style="list-style-type: none"> ▪ Determine level of provision and backlogs in relation to norms and standards on waste management (Level of service); ▪ Highlight on the state of waste management

	<ul style="list-style-type: none"> ▪ In some instances, the waste management backlogs in the IDPs of Category C municipalities do not corroborate with those in Category B municipalities and vice versa; and <p>For Category C municipalities, the backlogs are not always classified per each Category B municipality.</p>	<p>(refuse removal, disposal and recycling in urban and rural areas; and</p> <ul style="list-style-type: none"> ▪ Indicate challenges and opportunities (recycling, reuse and reduce) on waste management in a municipality. <p>NB: For Category C municipalities, this analysis should be classified per each Category B municipality.</p>
Strategies	<p>The strategies of waste management KPA are characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> ▪ There are instances where there are no waste management strategies in some IDPs; ▪ Most of the IDPs lack strategies on the provision of cost-effective and sustainable waste management. <p>Strategies on the rehabilitation, extension and upgrading of</p>	<ul style="list-style-type: none"> ▪ <p>In response to the waste management challenges highlighted in the analysis, it is important for municipalities to develop strategies to address the challenges. In this regard, the following should be considered:</p> <ul style="list-style-type: none"> ▪ The strategies should address all the challenges as highlighted in the analysis; ▪ Formulate short, medium and long term strategies; ▪ The strategies need to correlate positively with the

	municipal waste management facilities is not a consistent feature of the IDPs.	<p>development objectives; and</p> <ul style="list-style-type: none"> ▪ The strategies have to be SMART.
Projects	<p>The waste management projects phase is satisfactory.</p> <p>*</p>	<p>During the development of waste management projects, municipalities should consider the following:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funder as well as the implementing agent; <p>NB: In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	The indication is that most municipalities have an Integrated Waste Management Plan or in the process of developing one.	In the integration phase, municipalities should develop Integrated Waste Management Plans with the following outputs:

		<ul style="list-style-type: none"> ▪ Background information in terms of policies and laws, demographics, waste quantities; ▪ Existing waste management projects; ▪ Strategic objectives within the municipal area; ▪ Instruments for implementation of waste management plan (e.g. economic infrastructure, partnerships, etc); ▪ Implementation programme(s); ▪ Communication and public participation programme <p>Responsibility: Municipal Community Services Department</p>
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3.6. KPA 3: LED - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
Analysis	<p>The economic development analysis in most IDPs is satisfactory. The notable shortcoming is that the state of the local skills base is rarely outlined in the IDPs.</p> <p>NB: In the case of Category C municipalities, the economic development analysis should be classified per each Category B municipality.</p>	<p>Local Economic Development (LED) is arguably the central core of municipalities. It is the stimulus to a sustainable local government. Thus, the economic development analysis should cover the following aspects:</p> <ul style="list-style-type: none"> ▪ Impact analysis per economic sector (considering key sectors contributing towards the economy of the municipality); ▪ Enabling economic infrastructure e.g. wholesale, retailing and manufacturing; ▪ Capital investment and GDP per capita; ▪ Household income and expenditure; ▪ Policy requirements to support economic Development; and ▪ Number of business registration per municipality <p>On employment analysis, municipalities should indicate:</p>

		<ul style="list-style-type: none"> ▪ % of people unemployed; ▪ Employment by industry; ▪ No. of jobs created through LED/EPWP initiatives; ▪ Employment by skills level; ▪ Economically active population; and ▪ Labour force participation rate.
Strategies	In general the municipal strategies for local economic development are satisfactory.	<p>In a quest to address the economic development challenges highlighted in the analysis phase, the municipalities should amongst others, develop strategies for:</p> <ul style="list-style-type: none"> ▪ Business attraction, expansion and retention; ▪ Promoting Public-Private Partnerships; ▪ Enhancing the dominant sector activities; and ▪ Place marketing.
Projects	The projects phase is satisfactory.	The Local Economic Development (LED) projects should address the prioritized economic challenges and opportunities in the municipality. In this regard, the following should be considered:

		<ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the strategies developed; ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funder as well as the implementing agent; <p>In the case of Category C municipalities, projects should be classified per each Category B municipality.</p>
Integration	All the municipalities have a Local Economic Development Strategy to guide economic development in their areas of jurisdiction.	<p>During the integration phase, municipalities should develop LED Strategies with the following outputs:</p> <ul style="list-style-type: none"> ▪ A summary of socio-economic results; ▪ Localised strategies guidelines on LED; and ▪ Consolidated summary of independent LED projects and LED activities (in line with the IDP). <p>Responsibility: Development Planning Directorate (Senior Manager dealing with LED)</p>

3.7. KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION - 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

		It is also recommended that municipalities should conduct the municipal wide skills audit in order to understand their local skills base given the fact that most municipalities have not indicated their skills base.
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IDP Phase	Province-wide Municipal IDP Assessment Findings	Recommendations
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Analysis	<p>The good governance and public participation analysis is satisfactory. However, challenges regarding good governance and public participation are not comprehensively outlined in some of the IDPs.</p>	<p>Good governance and public participation ensures that the IDP is a people-driven process and thus enhances democratic values as enshrined in the RSA Constitution. Thus, the analysis should consider the following;</p> <ul style="list-style-type: none"> ▪ The functionality of Municipal Council and Committees in good governance; ▪ The participation of traditional leaders in the development agenda of municipalities; ▪ Structures of inter-governmental relations and their functionality thereof; ▪ Existence and functionality of the Municipal Public Accounts Committee; <p>Existence and functionality of Audit Committee and Risk Management Committees;</p> <p>Existence and functionality of Ward Committees and Community Development Workers (CDWs);</p> <p>An outline of municipal audit outcomes;</p> <p>An outline of municipal public participation</p>
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		<p>programmes / activities and adherence to Batho-Pele Principles; and</p> <p>Proportion of seats held by women in Council structures.</p>
Strategies	<p>The strategies on Good Governance and Public Participation in the province are satisfactory.</p>	<p>On the basis of the good governance and public participation analysis, the municipalities should develop , amongst others, strategies:</p> <ul style="list-style-type: none"> ▪ To promote public participation; ▪ To enhance good governance;
Projects	<p>The assessment indicates that there are projects for good governance and public participation in the IDPs of municipalities.</p>	<p>The municipalities should ensure that they initiate good governance and public participation projects and the following should be considered:</p> <ul style="list-style-type: none"> ▪ The projects should be over the MTEF period; ▪ The projects should correlate positively with the

		<p>strategies developed;</p> <ul style="list-style-type: none"> ▪ The projects should have a budget allocation; and ▪ The projects should reflect on the source of funding as well as the implementing agent(s).
Integration	In the integration phase municipalities are expected to outline the various good governance and public participation tools and processes that will be used to guide the implementation of the envisaged projects.	

4. THE 2015-2016 PROVINCE-WIDE IDP ASSESSMENT FINDINGS AND RECOMMENDATIONS

Giving effect to section 31 and 32 of the Local Government: Municipal Systems Act (Act No. 32, 2000) (MSA) and the Local Government: Municipal Planning and Performance Management Regulations (No. R 796, 2001), the MEC (Member of the Executive Council) responsible for Local Government needs to engage with, and provide written responses by issuing a Provincial MEC IDP Assessment Report on the state of Integrated Development Plans of municipalities in the provinces. In order to do justice to this legal requirement, and assist local government sphere in the province, COGSTA constituted an Internal IDP Assessment Panel to assess the IDPs. Hereunder are the findings and recommendations for municipal consideration.

4.1. PREPARATORY PHASE: 2015-16 ASSESSMENT FINDINGS AND RECOMMENDATIONS

Ideally, the IDP **Preparatory Phase** should provide a brief overview of the legislative context within which the IDP process takes place and the basis for IDP review process. It should outline the institutional arrangements that are in place to drive the IDP process and the contextual realities that frame the annual IDP review process. It also provides a process overview in terms of steps and events undertaken during this process. Lastly,

it should outline the municipal public participation processes and inter-governmental relations protocol that assist government in the alignment, coordination and integration of service delivery programs in each district.

Province-wide Municipal IDP Assessment Findings	Recommendations
<ul style="list-style-type: none"> ▪ In general, municipalities have adhered to the requisites of the preparatory phase as per the assessment template. ▪ It has also been noted that there are a number of factors which impact negatively on public participation processes in municipalities, namely: <ul style="list-style-type: none"> • Vast distances that had to be travelled due to the size of municipal areas; • People are experiencing participation fatigue as they are tired of “participating in their own development” without seeing the meaningful benefits of their participation; • There are misgivings with regard to the way the IDP process is managed, amongst others, bureaucratic red- 	<p>During this phase, municipalities should always position themselves to comply with the policy and legislative requirements that guide the IDP process. Municipalities within a specific district, have to be guided by the district “IDP Review Framework” that binds both the district and the local municipalities to ensure proper coordination and alignment. Each municipality also has to adopt a “Process Plan” set out in writing.</p> <p>Whilst the Process Plan has to be based on appropriate consultation with local communities and to be communicated to them, the Framework has to be based on engagement with local municipalities and sector departments within the district.</p>

<p>tape and under-resourcing of the IDP participatory structures;</p> <ul style="list-style-type: none"> • The municipal inability to ensure the participation of the business sector in the IDP meetings at local municipal level. The IDP representative structures appeared inappropriate as mechanisms to ensure the participation of the business sector; • There is lack of special efforts to ensure the participation of non-organized marginalized groups in the IDP process (e.g. the landless or the unemployed); <p>If creative ways were to be found to address to these impeding factors, there would be significant improvements in the quality of public participation in the IDP processes of municipalities.</p>	<p>In this phase, municipalities should also outline how the public will be afforded the opportunity to participate in the planning process and how the inter-governmental relations legislation and structures would assist the three spheres of government in the alignment, coordination and integration of their service delivery programs.</p> <p>The preparation task of the IDP is the duty of municipal management and, thus, the preparatory phase should contribute to the institutional preparedness of the municipality for the entire IDP process, i.e. – <i>Analysis – Strategies – Projects – Integration – Adoption</i>. After adoption the municipality has to ensure and manage the day to day implementation of projects (SDBIP), monthly monitoring, quarterly evaluation and annual review (PMS).</p>
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4. LIMPOPO 2015-2016 IDP CREDIBILITY RATING AND IDP/SDBIP ALIGNMENT RATING

Municipality	IDP Assessment	IDP-SDBIP Alignment	Overall Rating
Waterberg District	High	Aligned	High
Bela-Bela	High	Aligned	High
Mogalakwena	High	Not Aligned	Low
Lephalale	High	Aligned	High
Thabazimbi	High	Aligned	High
Mookgopong	High	Aligned	High
Modimolle	High	Aligned	High

Assessment Equation / Criteria

IDP Assessment Results = Total Number of Indicators in the IDP Assessment Template (165)

Low = 0-55

Medium= 56-106

High= 107 ≥

Whereas, IDP Rating for financial year 2010/11-2012/13 was:

IDP Rating= High; Medium; Low

Where High= High IDP Assessment

Medium= Medium IDP Assessment

Low= Low IDP Assessment

As an improvement measure to ensure the credibility and implementation of the IDP, from financial year 2013/14:

IDP Rating =High; Medium; Low

Where

High= High IDP Assessment + Aligned IDP-SDBIP

Medium= High IDP Assessment + Aligned IDP-SDBIP

Medium= Medium IDP Assessment + Partially Aligned IDP-SDBIP

Low= High IDP Assessment + No Aligned IDP-SDBIP

Low= Medium IDP Assessment + No Aligned IDP-SDBIP

Low= Low IDP Assessment + Aligned IDP-SDBIP

Low= Low IDP Assessment + Partially Aligned IDP-SDBIP

Low= Low IDP Assessment + No Aligned IDP-SDBIP

Municipalities	Date Of IDP Submission	Council Resolution	No Of Hard Copies	Soft Copy
Capricorn				
1.Aganang	22 June 2015	04/12/06/2015	10	01
2.Polokwane	06 June 2015	CR/101/05/15	10	01
3.Capricorn	06 June 2015	OC 12/15/6.1.1	10	01
4.Lepelle Nkumpi	12 June 2015	7.1.1.06/2015	04	01
5 .Molemole	21 June 2015	OC29/05/15	10	-
6. Blouberg				
Mopani				
7. Ba-Bhalaborwa	13 June 2015	16/1/3/4	08	01
8.Maruleng	11 June 2015	MM04/05/15	0	01
9.Tzaneen	05 June 2015	E/C20150528 15/1/4/3	02	01
10.Mopani	12 June 2015	40/2015	10	01
11.Letaba	13 June 2015	A.1264/29/05/2015/2016	10	01
12.Giyani	13 June 2015	CR78-27/05/15SP	05	01
Vhembe				
13 .Makhado	10 June 2015	A .72.28.05.15	05	01
14 .Vhembe	05 June 2015	05.15.09.28	10	01
15 .Mutale	05 June 2015	RESOL 248/05/2015	10	01
16 .Musina	19 June 2014	2015/16	10	01
17.Thulamela	02 June 2015	OC09/05/15	10	01
Waterberg				
18 .Modimolle	06 June 2015	A461/5/2015	09	01
19. Thabazimbi	12 June 2015		05	01

20 .Waterberg			05	01
21.Bela Bela	26 June 2015	MC114/05/2015	01	-
22.Mookgopong	26 June 2015			
23.Lephalale	21 July 2015		05	01
24.Mogalakwena	05 June 2015		10	01
Sekhukhune				
25.Makhuduthamaga	11 June 2015	91/2014/2015	10	01
26.Elias Motsoaledi	12 June 2015	SM 15/17	10	02
27.Sekhukhune	19 June 2015	SC02/06/15	05	01
28 .Tubatse	01 July 2015	SA33/2015	10	01
29.Ephraim Mogale	02 June 2015	SC10/02/2015	02	-
30.Fetakgomo	02 June 2015	SC23/2015	10	01

CHAPTER 13: DISASTER MANAGEMENT

13.1 INTRODUCTION

Disaster Management provides integrated and coordinated plans to reduce the disaster risks in the community. It is a legislative requirement that the sound disaster management plan to be in all municipalities in South Africa. The main challenges that hamper proper handling of disasters are shortage of skilled personnel, equipments and operational facilities.

13.2 LEGISLATIVE REQUIREMENTS

Disaster Management is mandated by the Constitution of the Republic of South Africa Act 108 of 1996, National Disaster Management Act 57 of 2002, National Disaster Risk Management Framework of 2005, Fire Brigade Act 99 of 1987 and National Forest and Veld Fire Act 101 of 1998.

13.3 DISASTER RISK REDUCTION

13.3.1 STATUS QUO

National Disaster Risk Management Framework of 2005 mandates all Provinces and District Municipalities in South Africa to draw the Disaster Management Plans for local municipalities. This is aimed at enabling municipalities to manage disasters effectively. Thabazimbi Local Municipality has appointed three Disaster Management Coordinators to handle disaster functions. The Waterberg District Municipality has developed the Disaster Management plan for municipalities under its control. The plans have been reviewed and are useful to Thabazimbi Local Municipality.

13.4 RESPONSE AND RECOVERY

13.4.1 STATUS QUO

It can only be achieved if the disaster management plans are in place. The communities affected are relieved by involving disaster management institutions locally or nationally or internationally depending on the nature and severity of disaster that has affected communities. The emergency services like your Fire Services and Emergency Medical Services respond to calls according to Contingency plans. Recovery to affected victims occurs, after assessment has been done to determine the nature of help required. The Provincial MEC through the help of Municipal Mayors declares disaster affected area. Disaster Management Advisory committee, led by Appointed Disaster Management Head advise municipal Mayor on disaster matters. Currently Waterberg District Municipality **has appointed two Fire Fighters** to handle all fire and road accidents in our municipality. We need to have at **least 16 fire fighters** to handle our municipal fire and road emergency incidents. The Fire and Disaster Management unit do not have adequate operational facilities.

CHAPTER 14: SECTOR PLANS AND POLICIES

The legislation and policies require municipalities to develop sector-specific plans to guide the rendering of certain services. The sector plans are grouped into two main categories i.e. those that provide overall development vision of the municipality and those that are service oriented.

14.1 SECTOR PLANS TABLE

Table: 110

NO	SECTOR PLAN/ STRATEGY/policy	CATEGORY	AVAILABLE/ NOT AVAILABLE	STATUS
1	Integrated Development Plan	Overall developmental vision of the municipality	Available	Annually (2011-2016)
2	Institutional Plan	Overall developmental vision of the municipality	Draft	
3	Spatial Development Plan	Overall developmental vision of the municipality	Available	Developed 2009, reviewed 2014
4	Land Use Management System	Overall developmental vision of the municipality	Available	
5	LED Strategy	Overall developmental vision of the municipality	Available	Developed 2009, reviewed 2014
6	Investment and Marketing Strategy	Overall developmental vision of the municipality	Available	Developed 2010, to be reviewed 2015/16
7	Water Services Development Plan	Service oriented	Available	
8	Financial Plan	Overall developmental vision of the municipality	Available	
9	10 Year Master Plan for Thabazimbi	Service oriented	Available	
10	Energy Master Plan	Service oriented	Available	
11	Electricity Sector Plan	Service oriented	Available	Developed 2010 to be reviewed
12	Consolidated Municipal Implementation Plan		Available	Developed 2011 to be reviewed
13	5/3 Year Capital Investment Plan		Not Available	
14	Environmental Management Plan	Service oriented	Not Available	

NO	SECTOR PLAN/ STRATEGY/policy	CATEGORY	AVAILABLE/ NOT AVAILABLE	STATUS
15	Tourism Development Strategy		Available	Developed 2011, to be reviewed 2015/16
16	Housing Strategy		Available	Developed 2010 to be reviewed 2015/16
17	Integrated Waste Management Plan	Service oriented	Available	Developed 2010 to be reviewed
18	Integrated Transport Plan	Service oriented	Not Available	
19	Integrated Human Settlement Plan	Service oriented	Not Available	
20	Infrastructure Investment Plan		Not Available	
21	Fraud Prevention Plan		Available	
22	Integrated Environmental Programme		Available	To be reviewed
23	Social Crime Prevention Strategy	Service oriented	Not Available	
24	Sports and Recreation Plan	Service oriented	Not Available	
25	Poverty Alleviation and Gender Equity Plan		Not Available	
26	Public Participation Strategy		Not Available	
27	Communication Strategy		Available	
28	Workplace Skills Plan		Available	
29	Employment Equity Plan		Available	
30	Risk Management Strategy		Available	
31	Water and Sanitation Bulk Infrastructure		Draft	

14.2 LIST OF POLICIES

Table:111

NUMBER OF POLICY	NAME
1.	Remuneration Policy
2.	Communication Policy
3.	Confidentiality Policy
4.	Access to Employee Files Policy
5.	Employee Use of Municipality Assets Policy
6.	Use of Internet and E-mail Policy
7.	Training and development policy
8.	Bursary Policy
9.	Employee Assistant Policy
10.	Information Technology Security Policy
11.	Parental Leave Policy
12.	Records Management Policy
13.	Policy on Correspondence
14.	Policy on Council Vehicles
15.	Policy on Motor Vehicles Subsidy Scheme
16.	Fixed Assets and Accounting Policy
17.	Interest Allocation Policy
18.	Policy on Expenditure on Mayoral Programmes and Activities
19.	Policy on Provision on Admin Support
20.	Catering Policy
21.	Employment Practices Policy
22.	Medical Aid Policy
23.	Leave Policy
24.	Long Service Awards Policy
25.	Intoxication on Duty Policy
26.	Policy on Cell phones
27.	Policy on Sports and Recreation
28.	Policy on Temporary Workers, Casuals, Students and Volunteers

NUMBER OF POLICY	NAME
29.	Policy on Termination/ Retrenchment
30.	Smoking in Workplace Policy
31.	Sexual Harassment Policy
32.	Policy on Internal Promotion of Employees
33.	Policy on Relocation
34.	Land Invasion Policy
35.	Management of Municipal Property Policy
36.	Policy on Signing of Contracts
37.	Economic Investment Policy
38.	Communication, Marketing and Investment Policy
39.	Records Retention Policy
40.	Policy on Disaster Management
41.	Policy on Housing
42.	Employment Practice Policy
43	Career Management and Retention Policy
44	Mayoral Vehicle Policy

CHAPTER 15: MUNICIPAL PERFORMANCE PLAN FOR 2016/7

Table: 112

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water systems and increase water delivery and supply							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure sufficient and sustainable water supply by increasing storage facilities	MI of additional storage facilities created	17.2MI storage facilities available in Thabazimbi town and Regorogile	MTS, BS&ID council committee	10	Skilled Personnel Sufficient budget	Sustainable water provision	Sufficient and sustainable water supply. Improved water balance.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure the safety of drinking water.	Number of safety plans reviewed	Safety plan outdated	MTS, BS&ID council committee	1	Adequate funding, Human Resources,	Improved water safety	Compliance with DWS water safety standards.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure compliance to Blue Drop requirements in a sustainable way by high quality standards							
					WSDP		
To ensure efficient and sustainable water management	Number of WSDP's reviewed	WSDP outdated	MTS, BS&ID council committee	1	Adequate funding, Human Resources, WSDP	Improved water supply, distribution and management	Proper planning of water resources and demand management
To create safe and healthy environment	Number of water samples collected for water quality monitoring	12 water samples collected as at 30 June 2014	MTS, BS&ID council committee	12	Adequate funding, Human Resources, WSDP	Availability of results of samples collected and tested	Safe and healthy community
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants	MI/day of additional waste water treatment capacity created	Thabazimbi WWTW upgraded as at 30 June 2006 Thabazimbi WWTW = 3.0MI/d	MTS, BS&ID council committee	1.5	Adequate budget	Provision of sustainable sanitation facilities	Improved effluent and disease free environment

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: To ensure management of the bulk water loss in all systems							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure effective and sustainable water supply	% reduction of water loss in all water systems	30% of water loss as at 30 June 2014	MTS, BS&ID council committee	15%	Skilled Personnel Adequate fund	Improving on water loss	Accurate water accounting Increased water supp
	Number of water conservation and demand management strategies developed	The current water conservation and demand management strategy is outdated	MTS, BS&ID council committee	1	Skilled Personnel Adequate funds	Improving on water loss	Conserved water and managing demand

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure provision of new sanitation infrastructure while upgrading existing infrastructure	Number of VIP toilets installed at informal settlements	1300 Pit toilets used at informal settlements	MTS, BS&ID council committee	400	Adequate funding Human Resources	Provision of sustainable sanitation facilities for all	Disease free environment for all
To coordinate and monitor infrastructure development for the provision and access to services	Number of municipal buildings upgraded	2 Building facilities upgraded as at 30 June 2014	MTS, BS&ID council committee	3	Adequate funds Designs	Upgraded municipal building facilities	Improved access to services

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure provision of new roads infrastructure while upgrading the existing infrastructure	Km of new roads paved in Regorogile	1Km of roads paved as at 30 June 2014	MTS, BS&ID council committee	4	Skilled Personnel Adequate funds	Improving road usage and safety for all users	Improved traffic flow
	Km of new tarred roads constructed in Thabazimbi	0Km of roads tarred as at 30 June 2012		4			
	KM of roads paved in Northam	2Km of roads paved as at 30 June 2012		2	Skilled Personnel Adequate funds	Improving road usage and safety for all users	Improved traffic flow
	Km of roads paved in Raphuti	0Km of roads paved as at 30 June 2014		3			

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT							
Strategic Objective: Provide safety and security to human life & To improve the free flow of traffic							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To promote road safety within the municipal area	Number of testing station upgraded.	Dilapidated vehicle testing station	Manager Public Safety / Basic Services and Infrastructure development	1	Adequate funds Skilled personnel	Improved road safety	Safe roads
To improve the free flow of traffic	Number of traffic signs installed	550 Traffic signs installed as at 30 June 2014	Manager Public Safety / Basic Services and Infrastructure development	600	Adequate funds Skilled personnel	Increased number of traffic signals	Safe roads
	Number of intersections marked	250 Intersections were marked as at 30 June 2014	Manager Public Safety / Basic Services and Infrastructure development	600	Adequate funds Skilled personnel	Increased number of marked intersections	Safe roads

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT
Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To manage the waste effectively	Number of landfill sites developed	3 licensed landfill site.	Manager Community Services / Basic Services and Infrastructure development	3	Adequate funds Draft Integrated Waste Management Plan (IWMP)	Well-developed landfill sites.	Compliance with Environmental regulations.

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To provide basic sport and recreation facilities	Number of sporting and recreation facilities upgraded	1 sport and recreation facility upgraded as at 30 June 2014	Manager Community Services / Basic Services and Infrastructure development	3	Adequate funds Personnel Existing sport and recreation facility	Increased capacity of sport and recreation facility	Healthy lifestyles and talent development

KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To provide new parks while upgrading existing parks and open spaces	Number of parks upgraded	9 dilapidated parks	Manager Community Services / Basic Services and Infrastructure development	9	Adequate funds Skilled personnel Suitable zoned land	Upgraded parks and open spaces closer to communities	Safe and healthy leisure environment for all
To increase access to licensing services	Number of parking bays constructed	50 Undeveloped open bays as at 30 June 2014	Manager Community Services / Basic Services and Infrastructure development	50	Adequate funds Open bays available Skilled personnel	New parking bays	Improved accessibility to licensing services.

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: To ensure accountability and good governance

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
Strategic Objective: To ensure accountability and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure effective and efficient reporting	Number of reports submitted for Performance Measurement	4 reports submitted as at 30 June 2014	MM	4	Skilled Personnel	Monitoring of performance	Good Governance
	Number of Performance management systems upgraded	Outdated PMS	MM, Div. Head PMS	1	Skilled personnel budget	Monitoring of performance	Enhanced municipal performance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure compliance with fraud and prevention strategy	Number of activities implemented on fraud & prevention strategy	1 Fraud and prevention activity implemented as at 30 June 2014	MM, CIA	4	Personnel	Compliance with fraud prevention strategy	Good governance
To ensure internal controls and sound corporate	Number of Audit committee meetings held	4 Audit committee meetings held	MM, CIA	4	Skilled personnel	Compliance with legislation	Good Governance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
governance		as at 30 June 2014			Adequate budget		
To ensure internal controls and sound corporate governance	Number of Audit charters reviewed	Audit Charter reviewed as at 30 June 2014	MM, CIA	2	Skilled personnel Adequate budget	Compliance with legislation	Compliance with legislation
To formulate a Risk-based plan to align the priorities of the Thabazimbi Local Municipality	Number of Internal Audit Plans reviewed	Internal Audit Plan reviewed as at 30 June 2014	MM, CIA	1	Adequate budget Skilled personnel	Compliance with legislation	Compliance with legislation
To strengthen communication with internal and external stakeholders	Number of Public participation strategies developed	No public participation strategy in place	MM, Div. Head Communications	1	Adequate budget Skilled personnel	Developed Public participation strategies	Well informed and participating community
To promote the	Number of ward	All 12 ward	MM, Manager in the	12	Personnel	Community	Good governance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
involvement of stakeholders in Council affairs in order to ensure regular consultation between council & the community	committee meetings held Number of Mayoral outreach programs conducted	committees established and functional 1 Mayoral outreach program conducted as at 30 June 2014	MM's office	4	budget Personnel adequate funding	matters responded to Mayoral outreach programs conducted	Strengthened community relations
To market municipal programs and projects	Number of billboards produced	No billboards produced	MM, Div. Head Communications	10	Adequate budget Skilled personnel	Improved marketing	A well marketed Municipality
To promote the involvement of stakeholders in Council's affairs	Number of reports submitted to Section 79 political monitoring committees	4 Reports submitted.	MM, Manager in the MM's office	4	Personnel budget	Community matters responded to	Informed community
To ensure effective	Number of	4 quarterly	MTS, BS&ID council	4	Skilled	Monitoring of	Good Governance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
and efficient reporting	reports submitted for Performance Measurement	reports submitted as at 30 June 2014	committee		Personnel	performance	
To promote performance measurement and reporting	No of PMS Frameworks developed	PMS Framework outdated	MM, Divisional Head PMS	1	Skilled Personnel Adequate Budget PMS Policy	Developed PMS Framework	Transparency and accountability
To guide and inform the municipal planning, budget, management and development actions	Number of SDBIP documents reviewed	Existing 2014/15 SDBIP reviewed annually	MM, Divisional Head PMS	1	Personnel budget	Developed and reviewed SDBIP	Budget, IDP and SDBIP alignment
	Number of SDBIP document printed	200 copies printed as at 30 June 2014		200		Printed SDBIP copies	Informed community and stakeholders
To encourage and improve communication	No of activities implemented on communication strategy	2 Activities implemented.	MM, Divisional Head communications	4	Personnel budget	Improved communication	A well informed and participating community in municipal activities

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To promote customer care	No of activities undertaken to improve customer care	1 activity undertaken as at 30 June 2014	MM, Divisional Head communications	4	Personnel budget	Improved communication	A well informed and participating community in municipal activities
To ensure coordination of all municipal events	Number of annual events calendar developed	1 events calendar developed as at 30 June 2014	MM, Divisional Head communications	1	Personnel budget	All activities implemented	Successful coordination and communication of planned events
To guide and inform the municipal planning, budget, management and development actions	Number of IDP documents reviewed	Existing 2011-2016 IDP reviewed annually	MM, IDP Manager	1	Personnel budget	Developed and reviewed IDP	Budget and IDP alignment
	Number of IDP document printed	200 copies printed as at 30 June 2014	MM, IDP Manager	200	Personnel budget	Printed IDP copies	Informed community and stakeholders
To ensure improved and effective governance	% Of audit queries addressed	Disclaimer audit opinion received 2013/14 financial year Audit Action	MM, CIA	100%	Adequate budget Skilled personnel	Improved audit opinion	Financial viability, sustainability, accountability and good governance

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION							
Strategic Objective: To ensure effective management of risk and good governance							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
		plan developed Audit steering committee established					

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators +9	Output Indicators	Outcome Indicators
				2016/17			
To ensure effective management of working capital	Decrease in debtors to revenue ratio	Ratio of (1:1.6) as at 30 June 2014	CFO/F&T Council Committee	Ratio (1:1)	Adequate Skilled workforce. Budget Monthly credit control reports	Reduction in debtors' balances due to payments.	Financial viability and sustainability.
	% Of all amounts billed collected	50% Collection Rates as at 30 June 2014	CFO/F&T Council Committee	85%	Monthly and quarterly reporting on outstanding debts and billing	12 debtors billing reports and analysis schedule	Financial viability and sustainability. Improved financial Viability.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target*	Input Indicators +9	Output Indicators	Outcome Indicators
				2016/17			
					reports Skilled personnel.		
To maintain a comprehensive and uniform valuation roll	Number of times the supplementary valuation roll is updated	1 Supplementary valuation roll prepared and implemented as at 30 June 2014	CFO/F&T Council Committee	100%	Promulgated by-laws Skilled personnel Supplementary valuation report	Levying of supplementary taxes	Improved financial viability of the Municipality
To ensure compliance with prescribed accounting standards and legislation	% Compliance to GRAP reporting framework	Gazetted Accounting Standards	CFO/F&T Council Committee	100%	Skilled personnel Budget Audited AFS Audit Report	GRAP compliant Annual Financial Statements	Improved audit Outcome

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target* 2016/17	Input Indicators +9	Output Indicators	Outcome Indicators
To ensure compliance with budget and reporting regulations	Number of compliant in-year reports submitted on time	12 monthly reports 4 quarterly reports 1 mid-year budget and performance assessment report	CFO/F&T Council Committee	12 4 1	Adequate skilled personnel	Submitted reports to Treasury and council timely	Compliance with Regulations.
	% Compliance with to budget & reporting regulation framework	100% Annual budget submitted according to regulations	CFO/F&T Council Committee	100%	Skilled personnel Annual Budget Budget Steering Committee	Approval of the final budget document on time by council.	Compliance with regulations, MBRR and the Constitution etc.
To fully comply with Supply Chain Regulations and National Treasury Guidelines on	% Compliance with SCM regulations	SCM policy reviewed as at 30 June 2014	CFO/F&T Council Committee	100%	Skilled personnel SCM policy MFMA	Compliance with the SCM regulations and POLICY.	Improved service Delivery and compliance with regulations.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target* 2016/17	Input Indicators +9	Output Indicators	Outcome Indicators
procurement processes							
Maintain & upgrade existing financial system	Number of improved controls, procedures and systems implemented Number of Budget Related policies reviewed	5 Controls, procedures and systems implemented as at 30 June 2014 7 Budget Related policies reviewed as at 30 June 2014	CFO/F&T Council Committee	12 9	Skilled personnel. Budget Steering Committee	Procedure manuals developed and implemented Reviewed & approved budget related policies	Improved financial management viability and sustainability.
To maintain a consistent and efficient monthly billing of services	% of meters read monthly	65% of meters were consistently being read as at 30 June 2014.	CFO/F&T Council Committee	100%	Monthly Progress meetings and reports provided Budget	Reduction in customer complaints and improved service	Improved financial management viability and sustainability
To extend service delivery to the community	Number of extended pay points available to the community	5 Pay points available as at 30 June 2014	CFO/F&T Council Committee	2	Adequate Budget	Additional pay points built and functional	Improved service convenience to the community.

KPA: FINANCIAL VIABILITY AND MANAGEMENT							
Strategic Objective: To improve the financial performance and position of the municipality							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target*	Input Indicators +9	Output Indicators	Outcome Indicators
				2016/17			
To ensure adequate safe guarding of municipal assets	Number of times Assets verifications are performed	1 Asset Verification performed as at 30 June 2014	CFO/F&T Council Committee	2	Skilled Workforce Budget	GRAP compliant FAR	Improved Audit Opinion Safe guarding of municipal assets

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of effective, efficient and transformed human capital							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To capacitate employees in order to enhance service delivery	% Of municipality's budget spent on implementing Workplace Skills Plan	20% of the total budget spent on the implementation of skills development as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100%	Adequate Budget Skilled personnel WSP	Well trained workforce	Transformed and productive workforce

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT
Strategic Objective: Establish a competitive human capital and regulatory frameworks.

Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To ensure compliance with Labour Relations Act	% Compliance to LRA	50% Compliance to LRA as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100%	Targets as per EEP Skilled personnel HR Policies	Competent Workforce	Compliance with LRA and transformed workforce
To ensure compliance with OHS Act	% Compliance with OHS Act	30% Compliance with OHS Act as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	100%	Skilled personnel HR Policies OHS Act	Enhanced safety in workplaces	A well protected workforce
To maintain healthy relationship with labour organizations	Number of LLF meetings held	12 LLF meetings held as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	12	Skilled personnel	Enhanced labour relations	Improved service delivery and labour relations
To ensure	Number of job	60 job	MCS / Finance,	409	Personnel	Developed Job	Improved service delivery

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: Establish a competitive human capital and regulatory frameworks.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target 2016/17	Input Indicators	Output Indicators	Outcome Indicators
effectiveness and functionality of the institution	descriptions developed	descriptions developed as at 30 June 2014	Institutional Development and Transformation		Reviewed Organizational Structure	Descriptions	
To promote good governance	% of Council Resolutions implemented	60% of Council Resolutions implemented as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	80%	Council Resolutions Register Personnel Budget	Council Resolutions Implemented	Good Governance
To ensure effective provision of services	Number of fleet acquired	Old and insufficient Fleet	MCS / Finance, Institutional Development and Transformation	15	Budget	Purchased fleet	Improved service delivery

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of legal, administrative and council support services							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target 2016/17	Input Indicators	Output Indicators	Outcome Indicators

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
Strategic Objective: The provision of legal, administrative and council support services							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To provide legal regulations for the local community	Number of by-laws promulgated	11 By-laws have been promulgated as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	21	Adequate Budget Skilled personnel	Enhanced legal regulations	Good Governance
To ensure orderly spatial planning and sustainable development	% Enforcement of National Building Regulations Act, By-Laws and LUMS	30% Enforcement of National Building Regulations Act, By-Laws and LUMS as at 30 June 2014	MCS / Finance, Institutional Development and Transformation	80%	Building Regulations By-Laws Skilled Personnel Adequate Budget	Compliance with National Building Regulations Act, By-Laws and LUMS	Compliance with National Building Regulations Act, By-Laws and LUMS

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
To develop integrated human livelihoods within the Municipal area on an ongoing basis	Number of layout plans and SG Diagrams produced	2 Townships proclaimed as at 30 June 2014	Manager PED/ BS&ID council committee	1	Adequate Budget Municipal Land	Layout plan and SG Diagrams produced	Sustainable developments
To develop integrated human livelihoods within the Municipal area on an ongoing basis.	% Of identified land use and building contraventions referred to CS	30% Building and Land use contraventions identified as at 30 June 2014	Manager PED/ BS&ID council committee	100%	Building Regulations By-Laws Skilled Personnel Adequate Budget	Compliance with National Building Regulations Act, By-Laws and LUMS	Compliance with National Building Regulations Act, By-Laws and LUMS
To ensure property	Number of Title Deeds issued	380 Houses allocated to	Manager PED/ BS&ID council committee	380	Adequate Budget	Title Deeds	Ownership

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
ownership to the Rooiberg Ext 2 community by 2016		beneficiaries at Rooiberg Ext 2			Skilled personnel		
To create a conducive environment for business development and growth for job creation on a continuous basis	% Of Investment proposals received and processed	80% of received Investment proposals processed as at 30 June 2014	Manager PED/ BS&ID council committee	100%	Skilled personnel, SDF LED strategy	Investment proposals	Sustainable economic growth
To create a sustainable and enabling environment for local economic development on an ongoing	Number of Trainings provided to SMME's and cooperatives	5 Trainings provided as at 30 June 2014	Manager PED/ BS&ID council committee	5	Adequate Budget	Skilled SMME's and cooperatives	Improved business development

KPA: LED AND SPATIAL DEVELOPMENT							
Strategic Objective: To ensure sustainable spatial development and inclusive economic growth.							
Objective	KPI	Current Baseline Indicators	Responsible Manager/Council Committee	Annual Target	Input Indicators	Output Indicators	Outcome Indicators
				2016/17			
basis							
To create a conducive environment for business development and growth for job creation on a continuous basis	Number of Publications developed and number of exhibitions held	0 Publications developed and 1 Exhibition held as at 30 June 2014	Manager PED/ BS&ID council committee	1 Publication 1 Exhibition	Available Budget	Improved investments and increased number of tourists	Sustainable economic development
To create a conducive environment for business development and growth for job creation	Number of LED summits coordinated	1 LED summit coordinated as at 30 June 2014	Manager PED/ BS&ID council committee	1	Personnel Adequate funds	Improved implementation of LED programs and projects	Improved economic growth

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ANNEXURE B: LIST OF ACRONYMS/ ABBREVIATION

ABET	Adult Basic Education and Training	LEGDP	Limpopo Employment Growth and Development Plan
AFS	Annual Financial Statements	LGSF	Local Government Support Fund
BEE	Black Economic Empowerment	KPAs	Key Performance Areas
BBBEE	Broad Based Black Economic Empoerment	MDG	Millennium Development Goals
BNG	Breaking New Ground	MEC	Member of the Executive Council
CIP	Comprehensive Infrastructure Plan	MIG	Municipal Infrastructure Grant
CFO	Chief Financial Officer	MIIF	Municipal Infrastructure Investment Framework
CMIP	Consolidated Municipal Infrastructure Programme	MOU	Memorandum of Understanding
CoGHSTA	Co-Operative Governance, Human Settlement & Traditional Affairs	MPRA	Municipal Property Rate Act
CS	Corporate Services	MISS	Management Information Security System
CPB	Community Based Planning	MTBS	Medium Term Budget Statement
DBSA	Development Bank of South Africa	MTEF	Medium Term Expenditure Framework
DWA	Department of Water Affairs	MTSF	Medium Term Strategic Framework
EAP	Employee Assistance Programme	NDP	National Development Plan
EPWP	Expanded Public Works Programme	NGO	Non-Governmental Organization
EEP	Employment Equity Pan	NSDP	National Spatial Development Plan
FBE	Free Basic Electricity	NYS	National Youth Services
FBW	Free Basic Water	OTP	Office of the Premier
FBS	Free Basic Services	PAIA	Promotion of Access to Information Act
GAP	General Accounting Practices	PED	Planning and Economic Development
GIS	Geographical Information System	PGP	Provincial Growth Points
HDIs	Historically Disadvantaged Individual	PHP	People Housing Process
ICT	Information Communication Technology	PMS	Performance Management System
IDP	Integrated Development Plan	PPP	Public Private Partnership
IFMS	Integrated Financial Management System	RM	Records Management
INEP	Integrated National Energy Programme	SALGA	South African Local Government Association
ISHS	Integrated Sustainable Human Settlement	SDBIP	Service Delivery and Budget Implementation Plan
IT	Information Technology	SDF	Spatial Development Framework

LED	Local Economic Development	SDR	Skills Development Facilitator
LPSDF	Limpopo Province Spatial Development Framework	SS	Social Services
TOR	Terms of Reference	TLM	Thabazimbi Local Municipality
TS	Technical Services	WSP	Workplace Skills Plan
WDM	Waterberg District Municipality	WSDP	Water Services Development Plan
WSA	Water Services Authority	DWS	Department of Water and Sanitation
WSP	Water Service Provider		